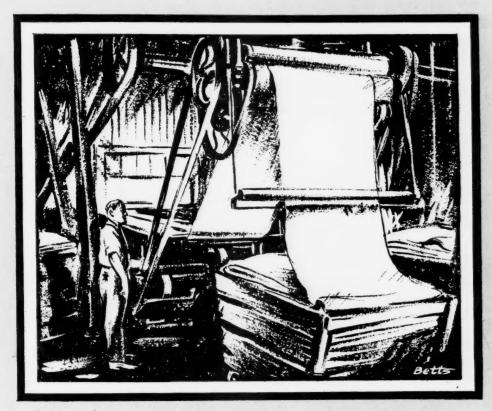
APRIL 18, 1925

TWENTY CENTS

Sales Management

For Sales and Advertising Executives



Ten Thousand Textile Mills Offer Many and Varied Sales Opportunities

My Most Important Sale

By George R. Robinson
Founder Purina Mills, Inc.

\$54,000 Worth of Orders From Two Letters

By S. Roland Hall

Useless Stuff in Letters

By Charles R. Wiers

A Dartnell



Publication

How to Choose and Make Curtains

aking a Successful Short Cuts In Refurnishing omes of amous Americans CHESLA C. SHERLOCK How To Furnish Your Porches Rescuing HAROLD HAWKINS ne New Theatre of the Home Renew the Useattern Plays a Part in No Wonder They Respond When more than 550,000 paid-in-advance subscribers are reading each month how to improve their homes and surroundings, it's the most natural thing in the world for them to buy from those who advertise their products in the same magazine. You can get the advantage of this interest by using-Better Homes and Gardens E. T. MEREDITH, Publisher DES MOINES, IOWA Better Homes Gardens JOHN LYNNE GREY Comfort and Attractivens

Growing Chrysanthemums In the Open

70 the "Golden Flower of the East,"the glorious chrysanthe-mum the great law of change It Is Easy To Have Them In Your Own Backvard Gardens

THE GREATEST CIRCULATION

THE circulation of the Sunday Chicago Herald & Examiner is larger than that of any other newspaper in the United States.

It is greater than the circulations of all the Chicago evening newspapers combined.

Besides its tremendous circulation, the Herald & Examiner offers advertisers a merchandising service that is based on "Experience Intelligently Applied."

Manufacturers and agencies are invited to write for detailed information for securing jobber and dealer distribution in the Chicago territory.

Circulation Is Power!
"BUY IT BY THE MILLION"



CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg



What Every Sales Manager Wants to Know



Where Are My Best Markets?

For that reason we are almost daily asked about one or all of the **three live markets** covered by our publications.

Write us—we'll talk facts.
We'll tell you what we know—and you can make your own deductions.

No obligation—and no matter what your line is we are sure you'll profit by the contact your request will establish.

Please mention SALES MANAGE-MENT.

BUILDING SUPPLY NEWS

Read weekly by 5,000 dealers whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

CERAMIC INDUSTRY

The only paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly

Send for a recent issue of any of these publications and let us help you to investigate these markets

INDUSTRIAL PUBLICATIONS, Inc. 409 S. Dearborn St. CHICAGO

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading

ADVERTISING

Bird & Son have developed a plan for meeting dealers half-way in advertising Neponset rugs and floor coverings. The company will credit any dealer with one-half the cost of any advertising devoted to the company's products, up to ten per cent of the total volume of the dealer's purchases. Further details of the plan are told on page 600.

An irate subscriber who accused Cheltenham Bold of side-stepping the old issue of the agency commission system, will find that Mr. Bold has accepted his challenge and in this issue is stating some honest beliefs on the subject under the caption, "Why Most of Us Yawn When Agency Commissions Are Assailed." The old analogy between the advertising agency and the purchasing agent is a target for one of Mr. Bold's energetic barrages. Page 610.

William Feather could not resist poking a little fun at both the advertising men and the enthusiastic race-control champions, so he wrote "An Imaginary Solicitation from an Imaginary Agency," in which the "Twentieth Century Advertising Agency" submits a plan for producing a race of mental giants through a nation-wide advertising campaign. Page 613.

When the J. N. Collins Company started out to market a new confection, Collins' Honey Scotch, they capitalized on the Scotch atmosphere in working out an unusual sampling plan, which is bringing quick distribution and forming an important part of the sales campaign. How the salesmen are working with the samplers to cash in on the interest aroused by the unusual sampling scheme is told in the article, "An Advertising Plan that Revolves Around a Sampling Campaign." Page 599.

LETTER WRITING

There is nothing theoretical in the manner in which Charles R. Wiers demonstrates how much dead weight most business letters carry, in his article on "Useless Stuff in Letters." He quotes dozens of letters to show how ideas are buried under masses of meaningless phrases, and then shows how to re-write them in terse, straightforward style. The first part of an article, the conclusion to which will appear in the May 2 issue of Sales Management. Page 597.

MARKETS

"Selling Radio in Mexico," is the title of an article by Ruel McDaniel in which he points out some of the difficulties which are liable to trip up the sales manager who is seeking to sell this line of merchandise south of the Rio Grande. Some of the factors which materially affect this market are the illiteracy in the republic, the climatic conditions, the lack of many local broadcasting stations, and present government policies. Page 605.

How the Cooper-Hewitt Company, Link-Belt Company, and others, found a live market for their products in the textile

mills and textile mill communities, is told in an article, "Finding the Inside Track in Selling the Textile Industry," by C. W. Hamilton. The modernization of old mills and the building of scores of new ones every year opens up a big market for every type of equipment which is adaptable to mill use. Page 609.

SALES LITERATURE

S. Roland Hall has chosen "\$54,000 Worth of Orders from Two Unusual Letters" for the feature of his section on "Better Sales Literature" in this issue. The letters referred to were sent out by the United States Hoffman Machinery Corporation, and Mr. Hall has given some of the details of the campaign of which they were a part. Other striking examples of good sales literature which come in for discussion in this department are: Attractive labels used by a number of nationally known companies. Elaborate institutional Literature of the Champion Coated Paper Company. A group of insurance folders of the Equitable Life Assurance Society, which are unique in form and give an unusually interesting pictorial treatment to their messages. Folders by The Literary Digest, Lord & Burnham, Portland Cement Association, and E. I. DuPont De Nemours & Company. A dealer booklet of the National Lamp Company. Page 615.

SALES POLICY

Ten sales executives who believe in the quantity discount plan, tell why they favor it as a selling policy. Ten others who called "thumbs down" on the plan had their inning in the April 4 issue of "Sales Management." Opinions are included from Gibb & Brown, H. E. Lee Mercantile Company, Automatic Electric Washer Company, The Glidden Company, Reliable Incubator and Brooder Company, Rochester Packing Company, Hunt-Helm-Ferris & Company, The Herpicide Company, and others. "Do Quantity Discounts Pay?" Page 602.

SALESMANSHIP

A single unusual sale that marked the turning point in the history of a business is the subject of an article by George R. Robinson, founder of the Purina Mills, Inc. How this sale of thirty-one car loads of feed upset all the traditions in the business and uncovered new outlets that made possible a big expansion is told on page 595.

WASHINGTON NEWS

With the help of the government, Minnesota farmers have succeeded in working out a plan of standardization in the production of creamery products, and obtaining distribution through systems of chain stores. More and more interest is being manifested in federal circles in securing the services of trained sales managers in marketing agricultural products. Other activities in Washington of interest to sales executives are covered in the special Washington letter. Page 601.

THE influence of the Condé Nast Group of magazines on . . .

department stores, specialty shops, haber-dashers, sporting-goods houses, furniture stores, jewelry stores, drug stores, architects, builders, interior decorators, motor manufacturers . . .

is simply immeasurable.

Why is this? Why do they subscribe, check our advertising pages, write us for style trends, use our name as authority for their merchandise in their local advertising and selling? We don't edit our magazines for these people. Yet they read them intensively and follow them closely. Why?

Because our readers are their most valued customers. These shrewd business men forcast their demands by studying the pages of our magazines. Experience has taught them that the Condé Nast Group is a powerful machine for the moving of quality merchandise.

This powerful influence with the trade is available in no other way. And—ridiculous though it seems—we have never charged a cent for it.

VOGUE VANITY FAIR HOUSE & GARDEN

THE CONDÉ NAST GROUP

Can You Talk to Carlos Fernandez?

Your hard-hitting, common sense sales messages. John and Tom and Bill buy your products because they understand what you are saying.

—but how about Carlos Fernandez, Juan Mendez and Hop Sing? Foreign countries are teeming with people who need your products and are able to pay for them. Carlos lives in Mexico—Juan and his family buy American-made goods in Argentina—and Hop Sing opens his letters in Hawaii.

Our complete mailing lists take your messages into the offices and homes of your logical prospects in every country of the world. And we transform your selling ideas into foreign words and phrases that really sell your products to foreigners.

May we tell you more about selling in the biggest field of all—the world?

JOHN MURRAY, Incorporated

Foreign and Domestic Mail Merchandising

417 South Dearborn Street, Chicago

Tel. Wabash 0517



ADVERTISE TO THOSE WHO BUY

When a man reaches for Thomas' Register he is ready to buy and he wants to know where to buy.

That's the time to have a description of your product reach him.

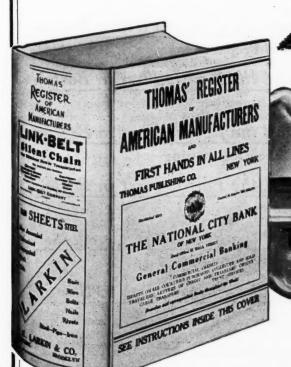
Put It There

One brief description of your product reaching the Buyer at the psychological moment is worth a hundred circulars reaching him at other times.

Such a description in Thomas' Register is a wise investment. It brings big returns.

50,000—that's our conservative estimate of those who use this Register for a buying guide.

Just drop us a line asking us to quote advertising rates. See how little it will cost for this high-potential advertising.



The Only Complete Purchasing Guide
All Lines—All Names—Everywhere

THE BUYERS MASTER KE

O ALL AMERICAN SOURCES OF SUPPLY

4,400 Pages 9x12
Twice the Size of Any Other
Price, \$15.00

THOMAS PUBLISHING CO., 463 Eighth Avenue, NEW YORK CITY

20 W. Jackson Blvd. CHICAGO 465 California St. SAN FRANCISCO Allston Square BOSTON 91 Constance St. TORONTO

Boston Proves Its Place Among the Leading Advertising Centres of the Country

- and the POST Proves Its Place in Boston

In the April issue of Printers' Ink Monthly a new feature is inaugurated under the title

Summary of National Newspaper Advertising in Twenty-Seven Cities

This analysis gives the national advertising lineage for the month of February in each of the twenty-seven cities grouped under various classifications. From this tabulation the following facts are taken, showing the relative standing of Boston compared with other leading centers.

The statement as to the Boston Post's leadership is verified by the report of the Boston Newspapers' Statistical Bureau for the three months—January, February, March, 1925.

Automobile Advertising

Boston is preceded by New York, Chicago and Philadelphia

-and the Post is First in Boston

Food, Groceries and Beverage Advertising

Boston is preceded only by Philadelphia and New York.

-and the Post is First in Boston

Household Furniture Advertising

Boston is first among all the cities

-and the Post is First in Boston

Men's Clothing Advertising

Boston is second only to Cincinnati

-and the Post is First in Boston

Shoe Advertising

Boston is first among all the cities

-and the Post is First in Boston

Radio and Electrical Advertising

Boston is preceded only by New York and Philadelphia

—and the Post is First in Boston

Toilet Articles and Medical Preparations

Boston is preceded only by New York and Chicago

-and the Post is First in Boston

Musical Instrument Advertising

Boston is preceded only by Cincinnati and Chicago

-and the Post is First in Boston

Cigar, Cigarette and Tobacco Advertising

Boston is second only to New York

-and the Post is First in Boston

Hotel and Resort Advertising

Boston is preceded by Philadelphia, Chicago and New York

-and the Post is First in Boston

Railroad and Steamship Advertising

Boston dropped down in this classification in February

-but the Post is First in Boston

By adding Classified (which Boston Statistical Bureau does not include in National Advertising) the Transcript leads all Boston papers in total Hotel and Resort and Transportation Advertising.

Net Paid Circulation for Six Months Ending March 31, 1925

Daily **372,872**

Boston is Second

National Display

Boston, with six papers, is in second place for the cities of the country, being preceded only by New York, where eleven

papers in New York and three in Brooklyn are

included as one group in Printers' Ink tabulation.

The Boston Post

has led all other

Boston news-

papers in

Display Adver-

tising for 17

consecutive

vears.

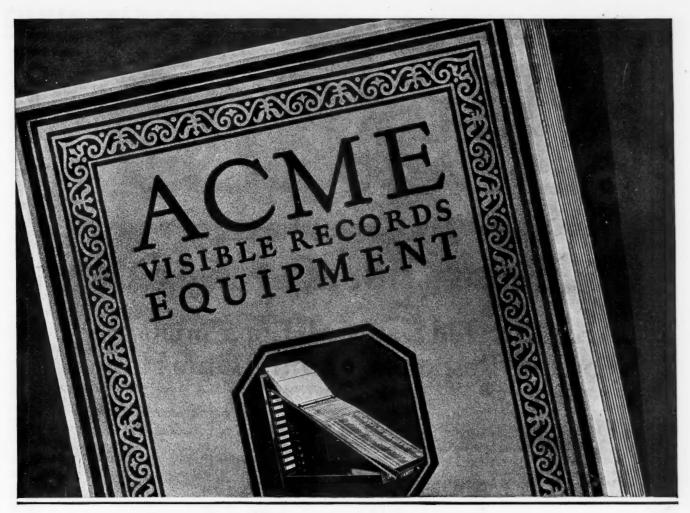
In Total

Advertising

Sunday **359,335**

A Gain of 7,808 per Sunday over previous six months

A Gain of 1,748 per day over previous six months



A book illustrating

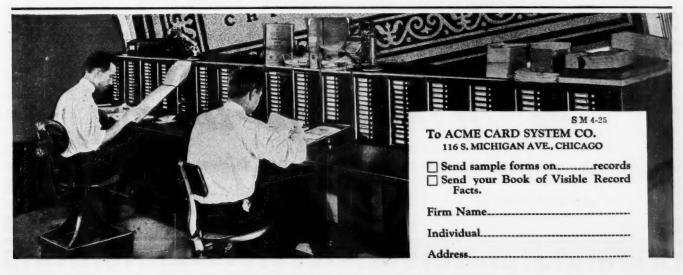
just how Acme benefits and promotes business

This book, just issued, is a complete and illuminating review of present day record keeping methods. The text is based on facts gathered from hundreds of nationally known institutions, dealing with records of every kind and provides a ready answer to the many questions arising daily.

Visible equipment when applied will benefit every department of your business. More than 6,000 sample forms dealing with commercial records are available to you. Use your letterhead or the coupon provided in requesting a copy of this book.

ACME CARD SYSTEM COMPANY, General Office: 116 So. Michigan Ave., CHICAGO

OFFICES IN MOST PRINCIPAL CITIES : CONSULT LOCAL TELEPHONE DIRECTORY



Paid Copies of Ohio's Greatest Home Newspaper, the

Columbus Evening Dispatch

Are Delivered Daily, All But a Small Fraction Into Responsive Central Ohio Homes

Constantly Growing Public Favor Is Shown by Sworn Government Reports —A Gain of 33,285, or 45%, in Four Years

GOVERNMENT CIRCULATION REPORTS:

April 1, 1922 - - 72,534

April 1, 1923 - - 86,427

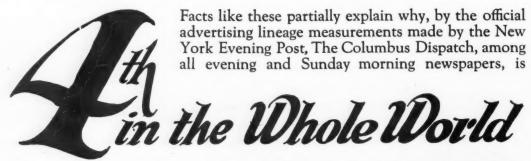
April 1, 1924 - - 94,150

April 1, 1925 - 105,819

The homes of these new readers placed side by side on 40 foot lots, would extend 252 miles.

Imagine a city street from Columbus to Zanesville—on over the hills to Wheeling, West Virginia—on to

Washington, Pennsylvania, to Uniontown and over the Allegheny mountains to Cumberland, Maryland, and you realize the host of homes that four years has added to the Dispatch clientele.



The \$1,500,000.00 New Home of the Dispatch Is Nearing Completion

HARVEY R. YOUNG Advertising Director O'MARA & ORMSBEE, Inc., Representatives New York, Detroit, Chicago, San Francisco

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

Bound Volumes: There are thirteen issues to a SALES MANAGEMENT volume, beginning with the first issue of January, and the first issue of July. These volumes, bound in buckram, may be ordered for delivery at the conclusion of the volume. Price, \$5.00, postpaid.

Back Bound Volumes: Bound editions of Volume VI, containing the issues of July to December, 1924, and Volume V, containing the issues of October, 1923, to June, 1924, may be obtained from the office of publication, 1801 Leland Avenue, Chicago. Price, \$6.00, postpaid.

Renewals: Subscriptions to SALES MANAGE-MENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the newsstands of the principal hotels.

Closing Dates for Advertising: Published every other Saturday. In circulation preceding Thursday. Closing date for O. K. of proofs, twenty days before date of issue; final closing ten days before date of issue.

Published every other Saturday by

THE DARTNELL CORPORATION

PUBLICATION OFFICES:

RAVENSWOOD AND LELAND AVENUES, CHICAGO
Telephones, Ravenswood 0365 and 0367

J. C. ASPLEY - - - - - President

PHILIP S. SALISBURY Vice-President
M. D. ASPLEY Secretary
J. T. KEMP Treasurer
T. D. REID Production Manager
JACOB F. WEINTZ Manager Adv. Sales
C. E. LOVEJOY Asst. Adv. Manager
J. E. West Manager Service Sales
C. R. Sweney Promotion Manager
P. S. JAYNES Staff Representative
J. D. CAMPBELL Staff Representative
L. KISOR Staff Representative
J. E. ADDICKS Staff Representative

EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - - Manager M. V. REED - - - - - Asst. Manager E. D. GOODELL - - - Staff Representative SIDNEY C. FLANIGAN - Staff Representative

EUROPEAN OFFICE:

150 SOUTHAMPTON Row, LONDON, W.C.2 Telephone, Museum 8596

J. E. WALSH - - - - - Manager A. T. TURNER - - - - Representative

TORONTO - - - - - - W. A. LYDIATT 27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN 497 Collins Street

Member Audit Bureau of Circulation Associated Business Papers, Inc.

Sales Management

Published Every-Other-Saturday for Those Marketing Through National Sales Organizations

VOLUME EIGHT Est

Established 1918 by The Dartnell Corporation

· NUMBER EIGHT

Contents for April 18, 1925

PAGE
MY MOST IMPORTANT SALE595
By George R. Robinson, Founder, Purina Mills, Inc.
USELESS STUFF IN LETTERS
AN ADVERTISING PLAN THAT REVOLVES AROUND A SAMPLING CAMPAIGN
HOW BIRD & SON HELP DEALERS ADVERTISE
FARM COOPERATIVES TURN TO CHAIN STORES FOR DISTRIBUTION601 Special Washington Correspondence
DO QUANTITY DISCOUNTS PAY?602
A Symposium by Ten Sales Executives: Wendell Phillips, President, Gibb Brown; E. D. Voorhis, General Sales Manager, H. D. Lee Mercantile Company; W. N. Gallagher, Vice President, Automatic Electric Washer Company; W. N. Cline, Manager Merchant Sales, The Glidden Company; J. W. Myers, President, Reliable Incubator and Brooder Company; W. F. Rayhill, Sales Manager, Rochester Packing Company, Inc.; W. C. Pratt, Hunt-Helm-Ferris & Company; F. H. Pepper, Sales Manager, The Herpicide Company; D. E. McCabe, Manager, International Heater Company; Frank S. Gates, Vice President, Tyler & Simpson Company.
SELLING RADIO IN MEXICO
By Ruel McDaniel
FINDING THE INSIDE TRACK IN SELLING THE TEXTILE INDUSTRY609 By C. W. Hamilton
WHY MOST OF US YAWN WHEN AGENCY COMMISSIONS ARE ASSAILED
By Cheltenham Bold
AN IMAGINARY SOLICITATION FROM AN IMAGINARY AGENCY613 By William Feather
BETTER SALES LITERATURE
INCREASE YOUR SALES BUDGET TEN PER CENT

Edited by John Cameron Aspley

EUGENE WHITMORE
MANAGING EDITOR

ROY W. JOHNSON EASTERN EDITOR

EDWIN H. SHANKS ASSOCIATE EDITOR

WHEN WILL THE ADVERTISING SATURATION POINT BE REACHED?...634

THE SUMMER SLUMP AND THIS YEAR'S SALES.......634

TIPS FOR THE SALES MANAGER......645

A. R. HAHN DESK EDITOR

Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

Copyrighted 1925 by The Dartnell Corporation. Printed by The Dartnell Press

Can You Pronounce

Pappatheodorkoummountourgeotopoulos?

It's the name of a man-a Greek gentleman who runs a restaurant on Halsted Street, Chicago. The name is monumental, but the memory of it, in a commercial sense, is fleeting. Over on State Street is another store with a name requiring only five letters-Field. This name is monumental, too, but good advertising has made it penetrate hundreds of thousands of worth-while American minds and stick there. And that means steady sales and a lot of them.

Why It Wins

Advertising as we have learned it in twenty years of active daily experience is not a mystery-neither is it "clever." To us it is plain everyday salesmanship in print. Its ability to win the confidence and the business of the reader lies in its frankness-its truth-its sincerity. These elements carry conviction while so-called "clever" copy rarely shows up well on a cash register.

Men Who Know

The executives of this company are all practical advertising men. They have spent their lives in the vortex of advertising. They have exploded more advertising theories than most men meet. They have acted in a sales advisory capacity for over 200 different concerns covering almost every conceivable industry. These men work in ideal surroundings in the tower of America's greatest tribute to successful advertising -the Wrigley Building. All departments-copy, art, merchandising, mechanical, checking, auditing, etc., are equipped for the production of advertising that pays.

There will be no obligation on your part if you suggest a "show down" conference. Suppose you set the time now.

Turner-Wagener Co. Business-Building Advertising 400 N. Michigan Ave., Chicago



"There's a wonderful advertisement in every blank page, but it takes an expert to coax it out"-J. H. T.



-Courtesy, The Pullman Company

EDGAR T. BELL, who has been advertising manager for the Oklahoma Farmer-Stockman for the last ten years, was elected secretary-treasurer and business manager of the Oklahoma Publishing Company. Mr. Bell succeeds C. W. Boccs, who recently resigned to devote his time to the oil business.

The directors of The Studebaker Corporation, at a meeting in New York City, elected PAUL G. HOFFMAN as vice president in charge of sales to succeed H. A. Biggs, who has retired from active business. Mr. Hoffman entered the employ of the Studebaker Corporation in 1911 as a salesman in Los Angeles, and has since served the company continuously either directly or as a Studebaker dealer. He has been elected a director and a member of its executive and finance committees.

T. C. WEAVER was recently appointed sales manager for The Tension Envelope Company, Brooklyn, New York. Mr. Weaver originally entered the envelope field about twelve years ago as manager of the envelope division of The Robert Gair Company, and when that department was sold to the American Paper Goods Company about six years ago, Mr. Weaver became general manager of that company's Brooklyn branch. He now succeeds H. C. MONROE, resigned.

The Corning Glass Works announces the appointment of MARK J. LACEY to position of manager of the Pyrex sales division to succeed WILL T. HEDGES, who has resigned. Mr. Lacey's sales experience covers a period of twenty years, the last nine of which have been in connection with this division of the Corning Glass Works.

The George H. Morrill Company, Norwood, Massachusetts, manufacturers of printing inks, announces the appointment of L. S. Allstrum as sales manager for. the United States and Canada, with office at Norwood. EDMUND J. SHATTUCK is appointed district manager at Chicago, and O. L. PEABODY assistant to general manager at Norwood, with charge of export and carbon black departments.

The Carl Reimers Company, advertising agency, New York City, has secured the accounts of The Dexter Rubber Manufacturing Company, Goshen, New York, and Brown's Physical Training Farm, Garrison, New York.

JOHN W. PRICE, retired vice president of the Belknap Hardware & Manufacturing Company, Louisville, Kentucky, passed away suddenly on March 30. Mr. Price had been connected with the company for forty-three years, joining as a salesman and serving successively as sales manager, assistant secretary, secretary and vice president. In June, 1924, he retired from the vice presidency but retained his office as a director.

The merger of the Splitdorf Electrical Company of Newark, New Jersey, and the Bethlehem Spark Plug Company of Bethlehem, Pennsylvania, has been completed, with M. W. BARTLETT, president of the old Splitdorf company, as president; and E. H. SCHWAB, former president of the Bethlehem Spark Plug Company, as chairman of

HENRY T. WHEELOCK, for seven years advertising manager of the Velie Motors Corporation, has been made general sales manager of the Moline Pressed Steel Company, Moline, Illinois.

Johnson, Read & Company, Inc., Chicago advertising agency, have advanced ARTHUR T. LEWIS to the position of secretary of the company. Mr. Lewis joined the organization eight years ago, the last five of which he has been manager of the copy and plan department.

C. W. HAMILTON is no longer connected with The Dartnell Corporation.

Control of the Hewitt Rubber Company, Buffalo, manufacturers of automobile tires and rubber mechanical goods, has changed from the H. H. Hewitt estate to J. H. KELLEY and F. V. SPRINGER, two officials active in the concern for some years. Mr. Kelly is president, and Mr. Springer vice president in charge of sales. Mr. Kelly was formerly associated with the B. F. Goodrich Rubber Company and the Republic Rubber Company in an executive capacity, and Mr. Springer was connected with the Republic Rubber Company.

CHARLES E. BROWN, for many years vice president of the Central Electric Company, Chicago, is now vice president of the Okonite Company, also of Chicago. JOHN R. OLSEN is now vice president and general sales manager of the Central Electric Company.



The Responsiveness

of more than
A Million Women Readers
is due to the fact that the products
advertised in its columns
are Worthy of their Confidence
and

because their trusted friend

GOOD HOUSEKEEPING

SAYS SO

REMEMBER THOSE MONSTROSITIES



OF THE EARLY NINETIES

?

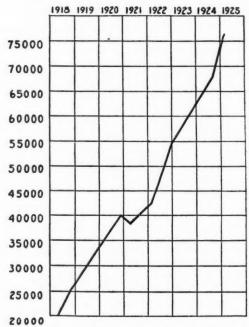
What terrific atrocities they were, with their gingerbread porches, bulging-forehead gables and bleak, gaunt windows. That was before a "living" room was known, but oh, you stiff parlor and stuffed sitting room, divided by sliding doors that wouldn't slide!

(It was at this period, 1896 to be exact, that The House Beautiful came on the scene and began pointing the way to better things in homes of the great middle class. Stressing the simple charm and beauty of the dignified Colonial and other attractive types, it soon gripped the imagination of its readers and developed a loyal following which has steadily grown and expanded as the magazine itself developed ways in which greater comfort and beauty could be had in modern living.

(Today The House Beautiful is friend and counselor to more than 75,000 families, welcomed on its regular monthly visits not only by the mistress of the house looking for new ideas in decoration or garden planning, but, too, by the owner himself, interested in new angles to building, equipment, plan and arrangement.

C Editorially The House Beautiful includes the entire house, its environs and all that go with them. Its twelve yearly issues cover every subject of seasonal interest as related to daily living and afford a liberal education in how to live well without excessive cost.

(Here then is a medium and market place for the wares of every manufacturer and ad-



of

be

ex

SO

"fe

sm

'te

wl

co

co

do

ier to

Growth of The HOUSE BEAUTIFUL

vertiser of building materials, decoration, furnishings and household utility. Here is advertising space priced on the basis of a net paid, rebate-backed guaranteed circulation of 70,000 (A. B. C. figures), yet giving an actual excess circulation. May we send you sample copy, rates and full particulars?

The HOUSE BEAUTIFUL

8 ARLINGTON STREET

BOSTON, MASSACHUSETTS

Volume Eight

Chicago, April 18, 1925

Number Eight

My Most Important Sale

How one big order from a Peoria jobber turned the tide for a struggling young manufacturer and pushed a new business over the hill

By George R. Robinson

Founder, Purina Mills Inc., St. Louis, Missouri

York I met the boys in the go back a bit. eastern office of Sales Management, and they insist that some of my business experiences would be interesting and helpful to sales executives. I suppose I am reasonably entitled to call myself the "founder" of the Purina Mills, since that enterprise grew out of a small feed store in St. Louis that I started in conjunction with another youngster just out of his 'teens, a good many years ago. I came into personal contact with most of the problems that confronted the concern, many of which were the common problems that must be met by any business that is struggling to gain a footing in the market. In setting down what follows I do not want to seem egotistical, or to claim too much credit for the success of the concern, to which many others contributed. I am simply setting down some of my personal experiences for what they may happen to be worth.

What I have been specially asked to relate in this first article, is the story of the most important sale I ever made, which happened one day when an over-shrewd buyer in Peoria, Illinois, made me thoroughly and righteously angry.

The business started, as I have said, in the small feed store. The two partners in that enterprise, Mr. W. O. Andrews and myself, had been saving three dollars a week apiece out of our wages, until a capital of \$650 had accumulated. With that sum to our credit, a second-hand wagon and harness, and a horse donated by a sympathetic lady after fifteen years of service in the family carriage, we began operations. Our office equipment and furniture we purchased for ten dollars.

The Beginning of a Business

It was not elaborate. My old boss had convinced me that "chairs draw loafers," and we had not learned the art of borrowing money at the bank. I kept the books, made the sales and collections, while my partner did the buying and the heavy work of carrying and stowing the 175 pound sacks of bran. The feed business in those days was largely conducted on the basis of a tip to the coachman and short-weight to the employer who paid the bill, and since we could not afford to tip and give honest weights at the same time, we had our troubles. To understand the significance of were for one sack, or one bale. And when he called "Come back here,"

N a recent visit to New that event, however, we'll have to the chances were that after the feed was delivered, the untipped coachman would do unmentionable things to it, thereby convincing his boss that we were delivering damaged goods.

> Nevertheless, the business doubled, tripled and quadrupled. We moved three times into better quarters, and finally convinced ourselves that in order to make any real profits we would have to get away from staples, and into specialties. So we got into correspondence with a big cereal mill in Iowa, and purchased a car-load of mixed corn and oat feed, which we began selling on a specialty basis. One day I took a big chance, and approached the general manager of the St. Louis Transfer Company, which was the largest feeder of work horses in the city.

To my delight, Mr. Klinger liked the looks of the feed, and I began to think he might be good for a ton order. I had just quoted him the ton price, when he said, "Send me a car (twenty tons) for the St. Louis stable. We will haul it." I grabbed my pencil by the wrong end, and held the orderbook upside down, keeping one eye on the nearest exit for a quick getaway before he could change his Most of our orders at that time mind. I was half way to the door said was: "Make it also a car for the East St. Louis stables, and send the bill promptly. We will pay cash."

Since we were buying from the mill on thirty days' time, this one sale not only gave us as much business as I would ordinarily get in two weeks of hard selling, but the cash payment furnished us with capital that encouraged us to go after other big prospects that we had feared to approach. We were getting business on the new specialty feed beyond our wildest dreams, when we ran into one of the crises that is likely to occur in any business that is not fundamentally well established. The feed as shipped to us from the mill began to run irregular, and customers became dissatisfied.

Winter was coming on and they wanted heavier feed, while the feed as shipped was actually growing lighter. This was due to the fact that the manufacturer, intent upon serving his food product market, was increasing his production of oatmeal steadily, which meant a by-product that was proportionately lighter. If we were to hold our newly acquired trade, we would have to give them the mixture they wanted, and in order to control the mixture we would have to establish a mill of our own.

One April morning I left the old feed store in the original wagon with the "gift horse," a bundle of empty sacks, two shovels and a porter (whom our prosperity had led us to employ), and drove to an old building fronting on Commercial Street and backing on the levee which I had rented for \$25 a month. Here we began to mix the feed by hand, and continued to

do so for some months, until the volume justified a small investment for machinery. Here entered the business also the man who

and my heart sank. But what he was to become the guiding genius of the larger enterprise, Mr. W. H. Danforth.

> That was the real start of Purina Mills, and for a number of vears after that we survived one crisis after another, including the cyclone which leveled our building to the ground and also flattened our bank account. As I look back on those days the business seems always to have been outgrowing our capital, including what we could borrow from the banks, and I was pretty consistently on the road making strenuous efforts to move the goods.

What Happened in Peoria

It was on one of these selling trips that the Peoria feed dealer made me angry, and led up to the most important sale I ever made. We had just received the grand prize for Purina Poultry Feed at the Louisiana Purchase Exposition (being the only exhibitor in this class it was awarded to us without much competition), and had gotten out special badges and literature for the salesmen without any very noticeable results in the way of increased business on this particular item.

So I started out on the road again, calling on the general run of feed stores, hardware and poultry equipment dealers. The maximum order from this class of trade

was a ton-

mostly they

bought in half

ton lots or

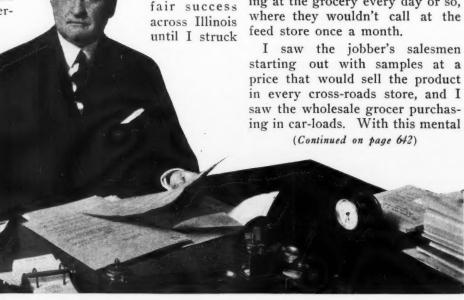
less. I had

Peoria, where I called on an enterprising concern on the railroad tracks, handling a well-known brand of Minneapolis flour. The buyer asked me a number of searching questions, and wanted me to remain over until the next day for an answer.

I discovered that his object was to find out how we made the feed so that he could duplicate it, and then I got mad. I went out of there filled with a desire to give that buyer what was coming to him, and the first thing I saw was the sign of a wholesale grocery house, the Oakford-Fahnestock Company. Up to that time I doubt if a wholesale grocer had ever sold a single sack of poultry feed, but I was just mad enough at the feed dealer to walk in and ask to see Mr. Oakford and Mr. Fahnestock, both.

"You'll be lucky if you see one of them," said the cashier. "Why do you want to see them both?"

I insisted, however, and he told me finally that by waiting until 12:15 I might catch them both in the office. So I sat down on a hard bench and spent the next two hours mapping a selling campaign for chicken feed through grocery stores. I saw a "vision" of the hundreds of thousands of chickens, scattered across the country. I shook the bushes and more came runing out-all hungry. I saw the retail grocer in every hamlet, and at every cross-roads, offering Purina Poultry Feed in convenient packages. I saw the farmers calling at the grocery every day or so,



George R. Robinson, founder of The Purina Mills, Inc., tells in the accompanying article how he made a sale that revolutionized an entire distribution plan and turned the tide of business

Useless Stuff in Letters

What Happened to a Stack of "Mill Run" Correspondence When the Blue Pencil Fell on Phrases That Didn't Mean Anything

By Charles R. Wiers

Assistant Vice President, National Shawmut Bank, Boston, Massachusetts

EVERY person of even ordinary intelligence will admit that he is morally obligated to save wherever and whenever he can, to the end that our country and those with whom we are associated or dependent upon us may be served and helped to the best advantage.

Assuming that we agree as regards the wisdom of saving, you will appreciate that it applies as much to time and energy as it does to money, coal and food. Follow this logic to the bitter end and you will see that every time you use words, sentences or paragraphs which do not get you anywhere, you simply waste a lot of valuable time and energy which should be expended for some useful purpose either in the interest of your company, your customers or both.

Wasted energy is shown in the actual expressions set in the small type and saved energy in the revision—set below each one.

We would say. We would state.

If you are sure you have something to say, just say it. Beating around the bush takes all the ginger out of a real message.

We beg to say.

We beg to inform you.

These might be all right for the common tramp who must beg to live, but not for the up-to-date business man who must sell to live.

We beg to acknowledge receipt.

"We acknowledge" is sufficient. To add the word "receipt" is unnecessary. You couldn't acknowledge anything that hadn't been received.

We regret to learn of the shortage in your shipment, etc.

No, you do not regret the knowledge of the shortage, but rather the shortage itself. You should always be glad to learn of anything that is wrong among your customers.

You have ordered your goods on a sheet of writing paper and we prefer that the list be submitted on one of our regular order blanks.

A business of any kind couldn't run very long without orders, so who cares very much whether a bonafide order comes in on a piece of wrapping paper, or the outside or inside of a paper sack, so long as it actually comes?

Allow us to explain.

Permit us to advise you.

Will you pardon us if we venture to call your attention to.

If such expressions are proper, then it is somewhat absurd to request permission and state the explanation in the same letter. It would be more in order to write one letter and ask your customer if you dare explain something to him, following it with the explanation after you have his permission. The good correspondent goes ahead and does his explaining, with the knowledge that the other man is busy, therefore, wants his explanations and everything else delivered to him by the shortest route possible.

Do not take any action in returning it to us.

Please do not return it to us.

We would ask you to send freight bill. Please send freight bill.

An order will be entered for a perfect one.

A perfect one will be sent to you.

Our hearty thanks are extended for your valued order.

Thank you for your order.

It was an error on our part in not sending you the Scarf No. 401.

It was an error in not sending you the Scarf 401.

We have written the Railroad Co. requesting them to reconsign the shipment.

We have asked the Railroad Co. to reconsign the shipment.

We are asking the agent of the transportation company to trace.

We are asking the transportation company to trace.

One was to have been forwarded.

The word "forwarded" is a tongue twister. It would be better to cut it out of letters entirely and substitute such words as "have been mailed" or "shipped."

This money has been properly credited.

It is always understood that any money received will be used as intended. About all you have to do when referring to a remittance, unless it is for some very special purpose, is to express your thanks for it.

If you were short.

This was used in answer to a report that a customer was short certain articles. It represents sort of a contradiction. Never say anything that will lead a customer to believe you doubt his word.

We hope to have them in your possession in a few days.

We hope to get them to you in a few days,

As we do not wish you to experience any loss.

As we wish to relieve you of any loss,

Our stock of Gunpowder Tea is exhausted, and we can no longer furnish it.

We can no longer furnish Gunpowder Tea.

Enclosed is our November 10th letter. We are returning this because we have a copy in our files.

We are enclosing our November 10th letter, as we have a copy in our files.

Upon receipt of the information in your letter we were able to locate.

Your letter enables us to locate.

We are sending a shade for Lamp to replace one reported broken from Lamp received in your shipment.

A shade to replace the broken one has been sent to you.

SALES MANAGEMENT-APRIL 18, 1925

It may be returned to us carefully wrapped, marked with the tag and returned by express.

It may be wrapped and returned to us, by express marked with the enclosed tag.

We are at the present time unable to tell you.

At present we are unable to tell many more orders from you.

We are unable to account for the fact but do not wish you to be occasioned any loss. We will assume the responsibility and mail another chain.

As we do not wish you to suffer any loss we have mailed a second chain.

As soon as this is in our possession.

As soon as we receive it.

Kindly go to the Postmaster and ask him to start a tracer.

Please ask the Postmaster to start a tracer.

The order has been duplicated and will be shipped at once.

Another shipment of the goods will be made at once.

All the goods have been shipped that you ordered.

All the goods have been shipped. You could not ship anything that had not been ordered.

Upon investigating this matter we find that through an error the box was not shipped.

Through an error the box was not shipped.

We, therefore, suggest if possible that you try to sell the coat.

We suggest that you try to sell the coat.

We know that you are anxious to receive your Coat, and we are just as desirous to place it in your possession as soon as possible.

We know you are anxious to receive your Coat, and we are doubly anxious to deliver it.

If you will arrange to have \$5.00 in our possession by 12/20.

If you will send us \$5.00 by December 20.

Mail us the bill of lading and when it reaches us the charge against your name will be cancelled.

Mail us the bill of lading, please, and when it reaches us the charge against you will be cancelled.

It was an error of our Packing Department in sending you 20 yards of Oil Cloth No. 817, instead of No. 877 as you had ordered.

It was an error in sending you 20 yards of Oil Cloth 817 instead of 877.

We deemed it advisable to write and explain the cost of this article before entering it for shipment.

We thought it best to write you before entering the order.

We hope to be favored with many more orders from you in the future.

We hope to be favored with many more orders from you.

Arrangements will be made to ship the goods.

We will ship the goods.

The coffee that you ordered has been included in this order and we are very sure that it will prove perfectly satisfactory when it is received.

The coffee has been included in your order, and we hope it will prove satisfactory.

We will gladly make proper adjustment of the charges, refunding the excess amount.

We will gladly refund the excess amount.

Please inquire at freight station and if you are unable to locate any record of either shipment inform us and we will trace.

Please inquire at freight station and if you do not locate either shipment write us again and we will trace.

To reimburse you for the 7c expended to return the slip to us postage stamps to the amount of 7c worth are enclosed.

To reimburse you for the 7c paid to return the slip we are enclosing stamps.

This transaction will not be closed until Mr. D. is entirely satisfied and everything has been adjusted satisfactorily.

This transaction will not be closed until Mr. D. is entirely satisfied.

After you have changed your address kindly advise us to that effect on the enclosed postal so that we may make the proper corrections on our records.

After you have changed your address, please advise us on the enclosed postal.

This leaves an overpayment of 13c which amount we are returning by means of the enclosed stamps.

This leaves an overpayment of 13c for which we enclose stamps.

Exceedingly sorry.

"We are sorry" is quite enough. "Exceedingly" is too big a word for a business letter and at the best it is not common to the speech of other folks. The use of such words spoils not only the expression at hand but also educates you to overdo all along the line

If you are still unable to locate them please write us and we will make a further investigation.

"Further investigation" doesn't mean anything. A customer who has waited some time for some article for which he has paid his good money wants to know just what is going to happen after he has carried out your instructions. If you are going to send another shipment in place of a delayed one, say so straight from the shoulder. Definite statements are always better than generalities.

If you haven't a copy of our latest catalog we will send you one.

Whenever you feel that a customer hasn't a catalog, send him one right away. Your catalog is your salesman. Your job is to circulate it judiciously and without too much trouble to the other person.

Your complaint with regard to Coat is indeed an unusual one and the first we have record of receiving with regard to this article.

Ordinarily such advice is manufactured out of whole cloth and is construed as so much bunk by the customer. The best way to adjust a complaint is to adjust it. Recitations concerning the past history of an article are not of much account when an actual shortage or damage is at issue.

We would suggest. Will you please arrange to send.

"We suggest" and "Please send" are better. What's the sense in this busy age of asking your transcriber to write a lot of unnecessary words or of wasting the valuable time of the other man?

We are sorry that you have not received the catalogs and a number are being sent by parcel post.

Your job in such a case is to tell how many catalogs have been sent. No letter is complete unless it is definite.

When it is received you will be reimbursed for the postage you were obliged to pay in returning it.

When it is received you will be reimbursed for the postage. It is possible to dictate so hurriedly and perhaps so thoughtlessly that when you are all through you have nothing to show for your efforts but a bunch of meaningless words.

(Continued on page 636)



An Advertising Plan That Revolves Around a Sampling Campaign

Sampling Crews Following Up Calls of Salesmen Insure Quick Returns From Sales and Advertising Work of J. N. Collins Company

MIRACLE has been discovered. Scotchmen have been found bearing gifts! Not just a few, but literally thousands of them. And this is one of the reasons why the J. N. Collins Company, candy manufacturers of Minneapolis, is fast winning distribution approaching 100 per cent in the markets where these Scotchmen are passing out gifts.

The Scotchmen referred to are crews of samplers for the Collins Company. Each crew consists of a regulation Scotch bagpiper dressed in the colorful regalia of the Scottish national costume. He is accompanied by five pretty Scotch lassies attired in kilts-bare knees and everything!

A description of the methods employed by the crews now working in Chicago will give an idea of the workings of the campaign. Each morning the crew is routed over a certain territory. At every corner the bagpiper stops and begins squeezing his weird music out of his bagpipes while the girls do a fast highland fling on the pavement. Naturally a crowd quickly gathers. When the crowd begins to assume traffic-stopping propor—the confection being advertised. chant's community, When the crowd is sampled the girls walk along the streets and ing sales when the merchant is give out samples to everyone they convinced that the crews are gomeet. Then the process is re- ing to visit his community," says peated at the next corner.

A well decorated truck accompanies the crews and provides as they are given out.

Wins Dealer Cooperation

This method of sampling, it has been found, is a sure way of winning dealer cooperation. Dealers can see the sort of cooperation the company is giving them. They welcome the excitement caused in the community by the bagpiper and the girls.

The campaign has just been started in Chicago, and the company plans to work every street corner in the city. In addition to the sampling crews fourteen salesmen are used in the campaign. The salesmen precede the sampling crews, working a few days ahead of the samplers. Each salesman tions, the girls proceed to pass out to promise definitely when the

samples of Collins Honey Scotch samplers will be in each mer-

"We have little trouble in mak-H. D. Roth, Chicago sales manager of the Collins Company.

"Our salesmen formerly folfresh supplies of samples as fast lowed up the sampling campaign as we already have a certain amount of distribution. But we found this to be a mistake. The sampling created a quick demand, most of which was lost if we did not have distribution in every store. When the merchants saw the sampling going on, and received calls for the product they blamed the company for not giving them an opportunity to stock up."

In connection with the sampling campaign, newspaper advertising and car cards in the elevated are being used in Chicago, and a contract has been let with a window decorating firm to put in several hundred windows in the city. It is estimated that it will take at carries a portfolio of photographs least two months to sample the of the sampling crews, and is able city, and over a million and a half

(Continued on page 635)



A book of photos of show windows helps salesmen get displays

How Bird & Son Help Dealers Advertise

Fifty-Fifty Plan for Local Advertising Wins Unusual Cooperation From Merchants

VERY sales manager of a nationally advertised product has wrestled with the problem of obtaining an effective local tie-up with the national campaign. If dealers would all pitch in and dovetail their advertising with the national advertising being done on the products they handle, much of the sales and advertising manager's work would be automatically taken care of.

But, like perfect salesmen, such dealers are rare. Most of them prefer to advertise prices and let it go at that. And many of them pick on nationally advertised lines to be used as cut price leaders. Thus any national advertising campaign brings two distinct problems: one, the matter of educating dealers to take advantage of the national campaign, and the other to maintain prices on advertised lines so that one cut price dealer will not demoralize an entire market by using the product be made to any dealer who cuts as a cut price special.

After two years of trial, Bird & Son, manufacturers of Neponset rugs and floor coverings, feel that they have, partially at least, solved the problem, by what they term a fifty-fifty advertising allowance plan for dealers.

Of course, there is nothing new in making advertising allowances to dealers. Usually allowances are based on the volume of purchase. This is the plan followed by Bird & Son. The company will credit any dealer with one half the cost of any advertising devoted to Bird & Son's products up to 10 per cent of the total volume of the dealer's purchases. In other words, if the dealer buys a thousand dollars' worth of merchandise, he can spend \$100 in advertising it, and be credited with \$50 by the com-

Or to put it another way, the company will allow 5 per cent of the total amount of invoices to be used in paying for advertising. The dealer may select his own media and prepare his own copy if he desires, though of course, most of the dealers use the electros or mats furnished by the company.

No advertising allowances will prices below a specified point.

"In no case is this advertising allowance used as a blind for giving a dealer an additional discount," explains one of the officials in the company's sales department. "It is not a rebate plan under the guise of an advertising allowance. If the dealer doesn't want to advertise, he isn't entitled to the allowance. In the two years the plan has been operating we have found that approximately 20 per cent of the dealers take advantage of the allowance and match every one of our advertising dollars with one of their own.

"With only 20 per cent of our dealers earning advertising allowances, the cost of advertising under this plan amounts to but 1 per cent of our total sales, when all of the 20 per cent use the maximum amount. Of course, if every dealer earned the advertising allowance, the total cost would be 5 per cent, but we have been unable, so far, to induce more than 20 per cent to take advantage of it.

"It has proved to be one of the best ideas we have ever used for opening new accounts. In Chicago some of the largest department stores could never be interested in our merchandise until this plan was presented to them.

"In order to get the greatest benefit out of the plan, the company has found it necessary to sell the dealers on the idea of using the advertising allowance. To encourage salesmen to talk advertising and to promote a greater amount of advertising, a contest was conducted among the company's salesmen. The awards went to the salesmen who had the highest percentage of dealers in their territory taking advantage of the fiftyfifty advertising allowance. One salesman, at the end of the contest, had 33 per cent of his dealers taking advantage of the plan.

The fifty-fifty allowance does not include direct mail advertising, or other supplementary advertising material, such as signs, window display material, cut-outs and the usual run of dealer-help material which is furnished without cost. A letter campaign will be mailed out on specially imprinted stationery if the dealer will furnish his mailing list and pay the postage.

"One of the chief advantages of our sales plan is the effect it has on a dealer. He feels that he is spending our money to advertise his goods in his own way. He may select the newspapers he prefers, and advertise when he finds it most convenient.'

Farm Cooperatives Turn to Chain Stores for Distribution

Hoover seeks better patent protection in foreign countries — Bureau of Commerce completes report on salesmen's territories—Trade Commission to probe farm implement prices

Special Washington Correspondence

managers is revealed in the reports coming to Washington on cooperative agricultural activities. It appears that the cooperative organizations of growers, stock raisers, and other producers have come to a realization that ability for production does not necessarily carry with it a genius for marketing. Accordingly, the cooperatives are drafting the best sales managers and salesmen they can find in the commercial field and are showing a willingness to pay the salaries necessary to get them. As evidence of how the cooperatives are branching out in salesmanship, it may be mentioned that the Burley Tobacco Growers' Cooperative Association, with headquarters at Lexington, Kentucky, has just completed arrangements to maintain salesmen in Europe who will call upon the governments buying tobacco similar to Burley, as well as upon private manufacturers.

Success of "Land O' Lakes" Butter, product of the Minnesota cooperative creameries, has a special element of interest in that the sales campaign has exemplified the use of a new means of marketing support on the part of the United States government. For years, the milk producers of Minnesota have cooperatively manufactured dairy products but began only recently to sell these products cooperatively by modern methods. After adopting the "Land O' Lakes" brand, they standardized the production of more than 300 creameries. Then they appealed to the government for moral support. As a result, the United States Department of Agriculture some months ago established, jointly with the state of Minnesota, a butter

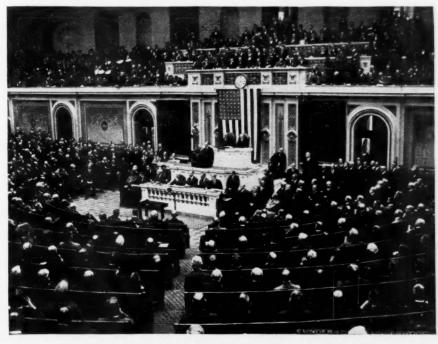
St. Paul and Duluth. The assur- in action, some of them, as in the ance to be found in the govern- case of the newly-formed Lumber

Industrial uses of silver must be developed as the chief reliance if the United States is to absorb her output of silver at prices that will make production profitable. After some weeks of missionary work, the officials of the United States treasury are abandoning, with confession of failure, their effort to revive the popularity of the silver dollar as a circulating medium.

Sales councils or marketing advisory committees are the latest innovation in the effort of the government to boost the cause of business. Indeed, the scheme is in full

NEW occupation for sales inspection service at Minneapolis, operation with seventy committees ment inspection has been the main Committee, having as many as theme of the Land O' Lakes ad- fifty members. The idea is that vertising, and distribution has been the foremost practical marketing obtained largely by direct dealings executives in each industry shall with extensive systems of chain give the benefit of their years of actual selling experience to the trade promotion agencies of the United States Bureau of Foreign and Domestic Commerce. This team-play is designed principally for the furtherance of sales of United States goods in foreign markets. In time, however, it is likely to extend to the domestic market as the bureau's commodity divisions take up more in detail the opportunities for trade extension here at home, as has already been done, for example, in the case of electrical equipment.

> In announcing the new rates that postmasters are allowed to (Continued on page 644)



Congress is frequently turning its attention to selling problems

Do Quantity Discounts Pay?

In the last issue we presented the views of ten sales managers who opposed the quantity discount plan—here are the opinions of ten who believe in it

By WENDELL PHILLIPS

President, Gibb & Brown. Columbiana, Ohio

We have been operating for some time past a plan whereby users of our products receive progressively higher discounts throughout a year's period as the quantity of our goods they consume increases.

That is, we allow a 5 per cent discount and rebate on goods purchased up to that time when purchases reach a certain figure. We allow an additional 21/2 per cent with rebate on goods purchased to date when the consumption reaches another figure; and a third discount in the same manner at still another figure.

This arrangement seems to be of some value in tying users to us, because by purchasing from one concern rather than several, they are able to get a much lower price on their entire year's business, and the discounts are not allowed until the quantity purchased warrants the additional discount.

By E. D. VOORHIS

General Sales Manager, H. D. Lee Mercantile Company, Kansas City, Missouri

It has been my observation that quantity discounts are a very dangerous thing as a rule to place in the hands of a sales body. On the sliding scale my observation is that the average salesman slides down to the bottom of the list and generally stays there. However, we have worked out in our business to advantage a sliding scale quantity discount plan as follows: 150 to 200 dozen...2 % discount 250 to 400 dozen...21/2% discount 400 to 600 dozen...3 % discount 600 to 750 dozen...31/2% discount 750 and over dozen 4 % discount

Our discounts are made payable to the customer at the end of the year either in the form of a check or a merchandise credit, whichever the customer chooses.

It has been my observation that quantity discount plans require on President, Reliable Incubator and Brooder the part of the sales manager very close control, otherwise the salesman will offer the customer the largest discount and will explain to the house that he is sure the customer will use that many and is therefore entitled to the largest discount available. In our own case we have indicated to each salesman that if any merchant is offered this plan on any other basis than that which was given by us that we will charge any such loss to his personal account. This has been very effective in checking violations of our quantity discount plan.

By W. N. GALLAGHER

Vice President, Automatic Electric Washer Company, Newton, Iowa

Quantity discounts in my mind depend a great deal on whether the original discount is fair and equitable.

In our own business we naturally use quantity discounts. In other words the dealer who buys a carload of machines secures a better price than the one who buys twelve. However, a twelve machine order gets a better discount than an order for a single machine.

We also make contracts with our dealers, whereby they agree to purchase 50, 100, or 250 machines during the period of a year. Such a contract gives them a better discount than they would secure if they were to purchase the same quantity of machines without a contract.

By W. N. CLINE

Manager Merchant Sales, The Glidden Company, Cleveland, Ohio

We have found quantity discounts to be very successful in connection with the merchandising of paint and varnish products.

We use a discount of this kind on numerous lines and find that it works out to splendid advantage in the case of the customer as well as ourselves.

By J. W. MYERS

Company, Quincy, Illinois

In some instances a rebate proposition is very satisfactory, since it allows the buyer to purchase at the lower discount, and as the sales increase to take advantage of the larger discount through the rebate. It is often an incentive to get new business started at the smaller discount.

It has always been our policy to give quantity discounts; that is, a retail dealer, if he bought in car load lots would get car load discounts the same as the jobber, as we contend that a dealer who purchases in jobbers' quantities is entitled to the jobbers' prices from the manufacturer.

This, however, may be a personal view of ours, as we cater to the dealer trade more than we do to the jobbing trade. We give exclusive territory, and where we sell a jobber, we restrict him to certain territory, and our salesmen stay away from it. In that way our discounts do not conflict.

By W. F. RAYHILL

Sales Manager, Rochester Packing Co., Inc., Rochester, New York

In our business we allow a discount of 1/2c per pound on all orders for our products amounting to 100 pounds or more. We do this because we believe the dealer who buys in quantity is entitled to it. As an illustration, we sometimes have six small dealers who will buy from one to three pork loins, each of these pork loins weighing from six to eight pounds, the total pork loins bought by these dealers amounting to say, 100 pounds. Taking these loins put up on these six orders and weighing them as a unit, we find that we lose about 11/2 pounds in weight in putting up these six orders. In other words, we are in reality losing about one-half cent

(Continued on page 638)

The laws of successful advertisement writing

JEARS ago many manufacturers abandoned "rule of thumb" methods. For years, trades had been matters of tradition. The apprentice was taught by the journeyman. Then Frederick Taylor awakened the manufacturing world by applying scientific management to such humble work as shoveling cinders and loading pig-iron.

About ten years ago sales managers began Finally, for the use of all within our Copy

to depend less on "rule of thumb" methods and "born salesmen" material. The book "Scientific Sales Management," written by the head of this agency in 1912, was the first printed statement as to the application of Taylor's methods to sales management.

Writing advertisements, for years, was considered inspirational writing by "born writers." Slowly a few writers of advertisements began to use methods and facts.

Records of results secured by keying were used, to compare copy. Human laboratory tests came into use. It

was found possible to secure worth-while mass reactions on advertisements, or parts of advertisements, prior to inserting them in a paper.

Three years ago this agency started a study of advertisement-writing based on its experience for the previous thirteen years. The

Department of Advertising Records was strengthened.

Studies of mass reaction by human laboratory tests were carried on. Diagnosis, or a securing of the facts through the use of scientific men like doctors, chemists, engineers, was used.

Department a book, containing the results of our three years' study called "The Laws of Successful Advertisement Writing," was prepared. This was accompanied by an important key book, namely, "The Records of Results."

Within these records of results are some figures which are simply astonishing. Prejudice and opinion have to be abandoned in the face of these figures.

Advertisements are prepared by this agency in conformity with these laws. We do not ask you to accept bald statements or

personal opinions. We supplement our advice by records of results. If you are interested to read further about "The Laws of Successful Advertisement Writing" write for the booklet, which gives further information about our experience in preparing this manual of practice.

Some recent letters

"The plan which you delivered to us we "The plan which you delivered to us we consider a complete and comprehensive piece of work and in the main an accurate reflection of the situation. We are glad that we had you undertake the work and even if we were never to do any more business with you we feel that we have value received for the money expended."

"As to Mr. Hopkins we feel, here, that he has given us very material help in planning sales campaigns that will bring us a larger volume of business. During the week which he has spent in going over our statistics, sales organizations and reviewing the field for our products, he has shown a keen, analytical mind and has brought out the salient points of both the weaknesses and strength of our sales methods. His wide experience in sales organizations and the keenness of his analysis have been most suggestive and helpful. We are now adopting many of his recommendations and shall put them to the test of experience in the field as quickly as possible, and it is our judgment that the results will more than justify the time and expense which we have tify the time and expense which we have devoted to this purpose."

CHARLES W. HOYT COMPANY, INC.

"PLANNED ADVERTISING"

Reg. U. S. Pat. Off.

Dept. A-5, 116 West 32nd Street New York

Boston

Springfield, Mass.

Dept. A-5, 116	West 32nd Street, New York
Send your be vertisement Writing.	ooklet, "The Laws of Successful Ad-
Name	
Firm Name	
Street	
City	State

SALES COST CUT 50% BY TELEPHONE



A HUSTLING fruit and produce house of Atlanta found selling cost too high—and they found the remedy. They needed more frequent visits with their customers, and got them. They wanted to cover a bigger territory, and did so. With seventy-five long distance telephone solicitations a day to customers and prospects, a 1600% increase in telephoning, they rapidly extended

distribution, increased business, and slashed sales cost in half.

The long distance telephone is making similar records today for thousands of concerns in hundreds of lines of business. Salesmen are covering bigger territories by telephoning to customers they otherwise could not reach. Long trips are saved, appointments and solicitations made, and goods sold by telephone. Customers are pleased. They place their orders more quickly and are assured of quicker delivery. The telephone is a great factor in buying, as in selling, and it is a powerful tool in collections. It is saving millions of dollars annually for American business men.

Are you using the economy of the telephone in your business as you should? Are your present telephone facilities adequate, or properly arranged and distributed? Are you using an outgrown operating system, and are your employees trained in telephone use? The telephone question is the important one today, in any business institution.

Your concern, by calling the local Bell company, can have the Commercial Department make a study of the telephone in your business. In the meantime don't wait but save by long distance. The telephone on your desk connects with the man or concern a thousand miles away just as it does with the office in the next block. Day or night—now—it is ready to put you in communication with the man you want. Number, please?

BELL LONG DISTANCE SERVICE





© Underwood & Underwood.

The dazzling splendor of some of the public buildings in Mexico may mislead the sales manager regarding the purchasing power of the republic

Selling Radio in Mexico

Unlooked For Difficulties That Hamper Any Radio Sales Campaign South of the Rio Grande

By Ruel McDaniel

are in use in the Republic of Mexico today, about 15,000 radio sets. This means that only about one person in every 1,100 has a listening-in apparatus. Allowing for large families, this gives us one set for every 175 families.

In the United States it is said that the farmers and ranchmen alone own 370,000 receiving sets; and this market is looked upon by the radio industry generally as being one of the most prolific in America. Then, if American farmers and stockmen have already bought 370,000 radio sets and are still in the market for thousands more, what of Mexico's 16,000,000 people with its 15,000 sets with which to listen-in on the world?

According to the experience of the Southern Equipment Company of San Antonio, Texas, a pioneer in the radio field in Mexico, the republic to the south of us

OUGHLY estimating, there presents a many-sided proposition there as it did here before the setas a radio market.

> "There is a field for radio in Mexico," said Ellis Chaney, vice president and general manager of the company, "but like the market for many other lines of American merchandise, it is easy to over-rate it. You have to look at the market with long-range glasses, and take good news about the possibilities with several grains of salt."

Mr. Chaney declared that right now the republic is undergoing a decided slump, so far as the demand for radio is concerned. This is caused, to a great extent, by the same forces that threw the American radio market in the unfavorable condition which it underwent immediately following the cooling down of the first great wave of enthusiasm over radio. In a manner, the Mexican market is now undergoing a similar situation, although not so pronounced, for the reason that the industry has not gone and will not go so far

back came along.

Of course Mexico cannot, at least not within the next several decades, absorb as much radio merchandise per capita as the United States. There are less than 3,000,000 people in the republic, according to fairly accurate statistics, who can read and write. These comparatively few people constitute practically the buying power of Mexico, especially as it concerns radio and other luxuries or near-luxuries. They are the people who earn and spend the money of Mexico. So, the radio manufacturer has in Mexico a literate prospect list of 3,000,000 as compared to almost 100,000,000 persons in the United States who are classed as literates. Therefore, it is easily seen that the possibilities can be over-estimated.

The rural market there is scarcely worth consideration. The land is cultivated largely by peons, who have neither money nor the intelligence ever to become radio prospects. Land owners live, largely, in Mexico City and other important centers. They are a part of the 3,000,000.

In Mexico the radio seasons are not as pronounced as in the United States, especially the southern half of the United States. Mexico City, as well as a considerable portion of the central, northern and eastern part of the republic, has an equable climate, making static interruption in summer less pronounced, as compared to winter, than in this country. However, there is no place in Mexico that does not have a great deal of static interruption. Of course, the lower the altitude the more the interruption; and regardless of altitudes, static is very bad in the southern part of the country. The nearer the equator you go, the more pronounced the interference becomes.

Adverse Climatic Conditions

This places Tampico and Vera Cruz, considered fair markets for some American products, all but out of the running, so far as a radio field is concerned, for they are both comparatively low in altitude and are well toward the equator besides. The same conditions can be said of other cities and towns in the southern part of the country, especially those that are comparatively low.

Mexico's position has a great deal to do with the class of merchandise in demand there. Sets in use are of two general types; the little crystal unit and the big

supers. Just the other day, as an example of the quality of big sets demanded, Mr. Chaney received a shipment of fourtube Neutrodynes from a stock in the republic, for the reason that they hadn't range enough to meet the demands of customers.

This condition is brought about because of the few programs rendered by the few broadcasting stations in Mexico. It probably is only a temporary state of affairs, but nevertheless it is a serious one. Customers who can afford to spend an appreciable sum for radio want sets good enough to get the American stations on a loud-speaker. This means that listeners in Mexico City, for example, must be able to get stations at a distance of at least 1,000 miles to be assured of distant programs; and if they are to get variety, they ought to be able to tune at a distance of 1,500 or 2,000 miles. With the static encountered there, it takes a good set to do this.

Few Broadcasting Stations

So prospective radio purchasers either demand the sets that will fish out the good stations in the United States, or they want low-priced sets with which they may get only their own stations.

There are few broadcasting stations in Mexico of importance, which accounts to a degree for the lack of demand for medium-priced equipment. One of the best stations is that of El Buen Tono, a large cigarette factory, with 500-watt output. Of like power are the stations of Cia, Parker, S. A., Azcarraga Bros., leading radio dealers in Mexico, and one used as an educational station by the government, all in Mexico City.

There is a 100-watt station at Chihuahua. In Vera Cruz and Monterrey there are 20-watt stations. These comprise Mexico's broadcasting facilities.

"Likely the government will soon take a hand toward restricting advertising through broadcasting stations," said Mr. Chaney.

Distribution in the drug field, presenting, as it does, some serious complications in problems of discounts, rebates, and price cutting, involves some vital issues of distribution policy which every sales executive will find worth studying. The second of the series of surveys dealing with merchandising trends in the principal lines of business, will appear in the May 2 issue of Sales Management, and will cover present jobbing practices in the drug field.

The first article of this series appeared in the March 21 issue, "A Survey of Merchandising Trends in the Radio Field."

There is a considerable amount of delay and detail work connected with transferring the merchandise across the border. Mr. Chaney said that it cost about 15 per cent of the value of the average radio article to ship it and handle the details between San Antonio and Mexico City. This means that the Mexican dealer pays, roughly, 15 per cent more for his stock than the dealer in Texas or other Southern states.

Mr. Chaney declared that, because of the fact that the country is going through a period of adjustment, so far as radio is concerned, he did not expect to do as much business the coming season as last by 25 to 50 per cent.

Government Practicing Economy

And there are other causes for the temporary set-back also. In the first place, with a president and congress practicing rigid economy, the government has cut its force in the capital city alone by one-third. These are people of that 3,000,000, and this means a slackening demand for merchandise, especially that which is not a necessity. It means that although the country is apparently headed for much improved business conditions, there is less demand for certain products-and radio is one-than when the government was less economical. Of course, it is hoped such a condition is of a temporary nature.

Still another factor that enters into the problem of selling in Mexico is the fact that the government owes to merchants of Mexico

City alone upward of 13,-000,000 pesos. This means that merchants are hard put for ready cash. Until they are paid by the government their hands are tied, in a manner, and the sixty-day terms being extended them now appear to be the limit distributors can go unless manufacturers also give distributors long terms.

These conditions outlined above are a sample of the different conditions which any sales manager in any line may meet in selling in Mexican markets.



The Indianapolis News can carry your advertising load

You wouldn't keep two salesmen traveling over the same route, calling on the same dealers at the same time, when one of them could produce the same amount of business by himself.

By the same token, you wouldn't use two newspapers in Indianapolis to advertise your product to the consumer when one of them can do the job. That is exactly what The Indianapolis News can do for you in Indianapolis—carry your whole consumer advertising load alone and provide adequate dealer influence at the same time.

The News has more home delivered circulation in Indianapolis than both other daily newspapers combined.

It reaches practically 100% of the reading population. Therefore use of another newspaper is needless duplication.

The News possesses an advertising en-

dorsement that proves its ability to deliver results alone in that it carries more advertising in its six issues a week than all other Indianapolis newspapers combined in their thirteen issues a week. In this vast total lineage, is the unabridged advertising of local Indianapolis advertisers who know from long experience where to invest their appropriations.

If further proof were needed, reflect that almost 300 successful national advertisers used The News exclusively in Indianapolis in one year.

In some markets, splitting a schedule is imperative for full coverage. In others, in-

tangible factors like "class", or "buying power" necessitate two or three-paper schedules. Indianapolis is a one-paper town. The News alone is big enough for any job.



The population of Indianapolis is 358,760. But the population of the Indianapolis Radius—the real market—is 1,992,713. This is one of the most compact responsive and prosperous markets in the nation. It is dominated by The Indianapolis News.

Frank T. Carroll, Advertising Manager

Dan A. Carroll, 110 E. 42nd St., NEW YORK

J. E. Lutz, The Tower Bldg., CHICAGO

The INDIANAPOLIS NEWS

"Straws"—in the Textile Field

Not since the years immediately following the Civil War has the textile industry at large been in such a state of flux as now.

Consumers' buying habits are changing; artificial silk is a factor of great importance having completely upset the balance of cotton products and is now influencing woolens and worsteds: a swing from worsted to carded wool has unsettled production: a wide diversity between manufacturing conditions north and south has raised the question of future tendencies and expansion: the demand for more fancy goods and fewer staples has altered manufacturing conditions; much equipment that paid dividends ten years ago is now obsolete.

Never before has the textile manufacturer been so much at a loss to know what to make and how to make it. Evolutionary changes which formerly spread out over a generation are being concentrated into a few years. With it all the volume of business in the textile industry is normal and showing a healthy increase.

Advertisers have never before had such an opportunity. Reader interest in TEXTILE WORLD has never been at such a high pitch. Textile mill men have never been more receptive to new ideas, particularly those which have a bearing on production cost and more accurate control of manufacturing processes.

We would welcome the opportunity to help you translate these conditions into terms which have a direct bearing on your sales problems

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations



Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO. 334 FOURTH AVENUE NEW YORK CITY





Finding the Inside Track in Selling to the Textile Industry

Experiences of the Cooper-Hewitt Electric Company, Link-Belt Company, Powers Regulator Company and Others, in Selling to the Textile Mills

By C. W. Hamilton

A FEW years ago the sales engineers of the Cooper Hewitt Electric Company made a survey of the textile industry to determine whether it offered a profitable field for their lighting fixtures.

They found the mills equipped with an abundance of lighting fixtures. In fact, the mill agents and managers were extremely proud of the care taken to provide a maximum of light for the workers. Practically every machine or work bench had an individual drop over it, equipped with a 75-watt globe.

The Cooper Hewitt Electric Company used this fact as their most important sales argument. They pointed out that with an ordinary 75-watt globe the source of light was a tiny spot not much larger than the tip of one's little finger. The light was a concentrated one and the rays an intense yellow, which science had proved the most severe upon the eye. While the space directly under the drop was well lighted, the surrounding territory was in shadow.

A Test Installation

In the Cooper Hewitt equipment the source of light is a tube some fifty inches in length. The rays are blue-green, and approach an ultra-violet shade, which is admittedly the easiest on the eyes. With a large source of light, it lessened the shadows and gave the workers a more uniform light in which to work.

Mill agents and managers were loath to accept the Cooper Hewitt equipment. It seems to be an unwritten law in the textile industry that those who buy must first see at first hand the successful operation of the equipment they are asked to buy.

The executives of the Cooper Hewitt Electric Company prevailed on a New England mill to



Cooper-Hewitt's experience in selling this scheme of factory illumination is a good example of a successful approach to the whole textile market

install for test purposes a few Cooper Hewitt units. After being in operation but a short time, the workers reported the new lights were much better than the old ones. Cost figures showed that they provided the light at about the same figure as the other installations, and all else being equal, the executives of the mills realized the advantages of adapting the Cooper Hewitt units.

It seems to be general practice to submit new things to engineers and executives for test before expecting them to buy. The manner in which the Link Belt Company went after the chain drive business in the industry serves as an example of a successful approach to the market. According to other manufacturers interviewed, the procedure of the Link Belt Company is the proper way to go about it, particularly if the product is a technical one.

"We had been bidding for the textile business for several years." said one of the executives of the

Link Belt Company, "but did not get to first base. Our price was high, and installations made by a competitor at a lower price seemed to be doing the work with entire satisfaction. It looked as if we were hopelessly out of it.

"Trained investigators were sent into the mills in all parts of the country to study conditions. They worked with mill executives and spent a lot of time with the representatives of the big engineering concerns who specialize in building textile mills. The reports they submitted told us that certain changes in the product were necessary. These changes meant that the price already high would be still higher.

"The engineering department built up several models along the lines suggested. They did involve radical changes. Instead of a fifteen tooth sprocket wheel, which had long been standard in the industry, we recommended a seventeen or nineteen tooth gear. Where

(Continued on page 631)

Why Most of Us Yawn When Agency Commissions Are Assailed

Another "Great Menace to Advertising" Which Has a Hard Time Trying to Live Up to Its Sinister Reputation

By Cheltenham Bold

(forwarded from the editorial offices in Chicago) in which I am accused of pussy-footing on a subject dear to the hearts of some of the brethren. "I notice," says the writer, "that 'Cheltenham Bold' is very careful to avoid any direct reference to the subject of agency commissions. Since he is so clever at pointing out the sins and omissions of the rest of us, perhaps he could be prevailed upon to tell what he really thinks of the system which compels the advertising agent to pretend to serve two masters, giving lip-service to one. and true allegiance to the other."

Well-before I go on to accept the gentleman's challenge, may I drop the proviso that I don't know any advertising agent who is "compelled" to do anything of the sort? There doubtless are some advertising agents who swindle their clients, just as there are doctors, lawyers, dentists, architects and engineers who do the same thing, but they aren't "compelled" to do so by any external system or organization whatever. My correspondent is unintentionally paying the commission system too high a compliment!

What Happened to George

From my own standpoint, however, I seldom think of the commission system as an institution without also thinking of George. George is a very good friend of mine, who used to be advertising manager for a big manufacturing concern, and suffered periodic attacks of the same moral perspiration over the commission system that seems to be afflicting the writer of the above letter.

George used to make the rafters ring with denunciations of the iniquitous system at annual meetings of the A. N. A. (Association of National Advertising Managers,

HAVE on my desk a letter it was then) and insisted to all and (forwarded from the editorial offices in Chicago) in which I based on high moral principles, fortified by Scripture. Then in the fulness of time, George received an offer from an advertising agency, accepted it, and became a partner, sharing the nefarious reverse to the subject of agency wards offered by publishers for betraying his clients.

Did he spurn the filthy lucre, thus obtained? Not a bit of it. I don't imagine either, that his conscience kept him awake of nights with the problem of trying to serve two masters. At any rate, he hasn't lost any flesh of late years, and if he has made any speeches on the iniquities of the commission system I haven't heard of them.

The Other Side of the Fence

Please don't think that I mean to accuse him of insincerity or inconsistency. His views on the subject were thoroughly sincere, and I happen to know that he accepted the agency proposition with the feeling that he would probably have to watch himself pretty carefully to avoid being influenced by commissions against the interests of his clients. When it came to actual experience, however, the expected sinister influence simply failed to materialize. He found himself engaged, not in the business of collecting commissions from publishers, but of applying advertising to specific market conditions, to help solve specific merchandising problems.

Not once in the proverbial blue moon was there any question raised as to commissions, and when they did arise he was not embarrassed by them. Being a man of decent integrity the temptation to cheat his client was no harder to resist than the impulse to crawl under a subway turnstile

or operate a penny slot-machine with a bent hairpin.

I have known a good many advertising men who have had similar experiences. Looking at this business from the outside, it is natural to assume that the commission system must be a tremendous temptation; actual experience in agency work demonstrates that it is seldom a temptation at all to the man who has a decent sense of self-respect and a reasonable conception of responsibility.

If you like, I'll willingly admit that the commission system makes it a little easier for the crooked agency to milk an account, or for the incompetent agent to waste a client's money. That, however, is true of the commission system as applied to the work of the architect, the consulting engineer, or any other professional or semiprofessional adviser. And when you have said that, in my opinion you have said it all. From my own point of view I take the liberty of doubting whether the advertiser who is unable to detect crookedness or incompetence in his agent would be very greatly benefited by any change in the system of remuneration.

The Purchasing Agent Argument

I notice quite frequently in the attacks that are made on the system, that advertising agencies are compared to purchasing agents who are accepting commissions from the sellers of merchandise. If that analogy were sound, there would, of course, be no justification for the system, and the loudest demands for a change would come from the agents themselves.

As a matter of fact, the advertising agent is in no proper sense a purchasing agent, and never has been. He buys certain things for the use of his client, true enough,

(Continued on page 640)

You can't reap a big field with a lawn mower! You Can't Reach the South Through Magazines Alone In the South,

 ${
m Y}^{
m OU}$ can't reach the South through magazines alone. Here are the facts:

Eight great Southern states . . . population 17,600,000.

How many copies of any great national magazines are sold therein?

At the outside 188,000, or to a little over one per cent. of the population.

The newspaper has a most important place in the daily life of the Southerner. He reads it carefully, critically. It's an old friend whose word he believes. Its columns are as familiar to him as the face of an old acquaintance. That's one reason why advertising campaigns in Southern newspapers are so wonderfully fruitful of

Stupendous Possibilities

Give but a glance at recent figures of Southern industrial progress, and we'll warrant you'll read on with growing astonishment. It sounds like a modernized story of Aladdin, and you almost expect to see the phrase: "Here be riches un-countable." But read on, for Aladdin's countable." But read on, for Aladdin's historian lacked imagination, and the treasures he described were baubles and trinkets compared with facts of the wealth of the South today.

As Dr. A. D. Little, of Boston, puts it: "No one with the capacity to understand their true significance can review the colossal figures which set

forth the natural resources of the South without first being stunned and overwhelmed, and soon thereafter being filled with a vision of their stupendous possi-bilities."

Here is a pageant of progress indeed. Big things done, bigger things now doing, and the biggest things yet to be accom-plished. Here is a market for your goods

-an almost limitless market. Buvers with money in their hands-ready and willing to buy.

Get the Whole Story

You'll want to know more about the vast possibilities of the South as a market, about the complete and economical coverage offered by its newspapers and about the merchandising help the newspapers stand ready to offer. Write to the South-ern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the papers listed below.

You Can Reap the Harvest With These Newspapers

It's Newspapers

Alabama

Star, Anniston News, Birmingham Age-Herald, Birmingham Times, Huntsville Item, Mobile Item, Mobile Register, Mobile Advertiser, Montgomery Journal, Montgomery News, Opelika

Florida

Florida
Press, Fort Myers
News, DeLand
News, Miami
Herald, Sanford
Star-Telegram, Lakeland
Independent, St. Petersburg
Times, St. Petersburg
Record, St. Augustine
News, Palm Beach
Sun, Gainesville
Tribune, Tampa
Times, Tampa
Sentinel, Orlando
Reporter-Star, Orlando
Herald, Miami
Times-Union, Jacksonville
Journal, Jacksonville
Post, West Palm Beach

Times-Enterprise, Thomasville Ledger, Columbus Herald, Augusta Journal, Atlanta

Constitution, Atlanta Journal-Herald, Waycross News, Savannah Observer, Moultrie Herald, Albany

Louisiana

Advertiser, LaFayette
Item, New Orleans
Times-Picayune, New Orleans
Daily States, New Orleans
News-Star, Monroe
Times, Shreveport
State-Times, Baton Rouge

Herald, Gulfport Commonwealth, Greenwood

North Carolina

North Carolina
Tribune, Concord
Observer, Charlotte
Advance, Elizabeth City
News, Charlotte
Post, Salisbury
Free Press, Kinston
Dispatch, Henderson
Record, Hickory
Observer, Fayetteville
Citizen, Asheville
Gazette, Gastonia
News, Greensboro
Sentinel, Winston-Salem
Times, Raleigh
Telegram, Rocky Mount
News & Observer, Raleigh

South Carolina

Record, Columbia
Herald, Rock Hill
Sun-Citizen, Spartanburg
State, Columbia
News & Courier, Charleston
Item, Sumter

Tennessee

News, Chattanoga Sentinel, Knoxville Journal, Knoxville Banner, Nashville Democrat-Sun, Greeneville Press, Memphis Commercial-Appeal, Memphis Leaf-Chronicle, Clarkesville Herald, Columbia

Virginia

Virginia
Leader, Staunton
News, Lynchburg
Times-World, Roanoke
Review, Clifton Forge
News-Leader, Richmond
Star, Winchester
Daily Star, Fredericksburg
News, Danville
Bee, Danville

Virginia-Tennessee

Herald Courier, Bristol News, Bristol



it South Through Newspapers

In addition to covering Des Moines

—with one copy each evening to every four persons—one copy Sunday to every four persons . . . and one copy morning to every eight persons

The Des Moines Register and Tribune-News has more subscribers in Iowa outside Des Moines

- -than The St. Louis Globe-Democrat or Post-Dispatch in Missouri or Illinois outside of St. Louis,
- -than The Kansas City Star in Kansas or Missouri outside of Kansas City,
- -than The Omaha World Herald in Iowa and Nebraska outside of Omaha,
- —than The St. Paul Dispatch-Pioneer Press in Minnesota outside of St. Paul.
- —than The Minneapolis Tribune or Journal in Minnesota outside of Minneapolis,
- -than The Milwaukee Journal in Wisconsin outside of Milwaukee,
- —than The Indianapolis Star or News in Indiana outside of Indianapolis,
- —this refers to Sunday as well as daily editions—state circulation figures were secured from the publishers.

For March, 1925, the net paid circulation of The Des Moines Register and Tribune-News averaged 164,456 Daily (80,741 Morning—83,715 Evening) and 144,069 Sunday

The
DES MOINES REGISTER and TRIBUNE-NEWS

An Imaginary Solicitation From An Imaginary Agency

But When You Read Compare the Copy With Some Present-Day Advertising—You'll Agree It Isn't So Imaginary After All*

By William Feather

March 5, 1925.

The Race-Improvement Foundation,

Washington, D. C.

Dear Sirs:

Our Research Department, cooperating with our Sales Counselors and our Psychologist, having completed its study of your proposal for Race-Improvement, presents its conclusions and recommendations:

In the first place, the appropriation suggested, \$1,000,000 annually for a period of five years, we regard as low, and if it were any less this advertising agency could not consider the proposition at all. Our present clients—a manufacturer of chewing gum, a manufacturer of a perspiration deodorant, a manufacturer of cigarettes, a manufacturer of synthetic soup, and a manufacturer of a fireless hair curler—are each spending sums far in excess of your appropriation.

For the Greater Good

At a meeting of our board, however, the chairman said that the public service nature of your enterprise was a good reason why we should make an exception in your case. Every man, he stated, should do something for his country and for his race, and the members of this organization, notwithstanding the sacrifice, are willing to cooperate with you. The treasurer of our organization suggested that this campaign, if it meets with

the success anticipated and practically guaranteed, may affect the sales of the items manufactured by our other clients, but our policy is to march forward with progress; therefore, our president directed us to proceed.

We believe that the facts of human biology, already scientifically established, if placed before the 110,397,876 people of the United States in a skillful and effective manner, will revolutionize the present methods of human selection within three generations, and that in five generations supermen will be as common as epileptics now are. This advertising agency has never failed in the execution of any task it has undertaken, and in this connection, permit us to say that in our eleven years of successful history no campaign has so intrigued our interest.

Our Exhaustive Research Report

Our research department, the executive heads of which are, a psychologist, a statistician and a chemist, all Ph. D. men, report to us that your competitors in the field of human salvation may be roughly classified as follows:

- 1. Spiritual, and
- 2. Economic.

The spiritual protagonists include the preachers, priests and rabbis—the church, in other words. They promise everything—after death.

The economic reformers include the socialists, bolshevists, anarchists and single taxers. They promise a full stomach on earth and not much else, so far as our research department can discover.

Your organization offers health, wealth, beauty, intelligence, leadership, and genius to succeeding generations. The weakness of your proposition is that you have nothing to offer to those now living.

Speaking facetiously, which we dislike to do, the damage has been done in the case of the living. However, our psychologist informs us that the desire for bright, beautiful, successful offspring is one of the foremost of human instincts, and he is of the opinion that we can capitalize this and thus achieve the result sought by your organization. We shall show that you offer to all of marriageable age the opportunity to become the father or mother of a superman.

Our research department suggests that the following studies form the basis of the advertising:

Mendelism in rabbits, illustrated by charts.

Goddard's tree of the Kallikak Family, illustrated by charts.

Frederick Adams Woods' study of the tree of the royal families, illustrated by charts.

Schuster and Elderton's study of the influence of heredity in 4,000 Oxford graduates.

How Sure-Fire Copy Sounds

Of course the facts deduced from these scientific studies must be converted into striking paragraphs for effective popular appeal. We know how to do this; it is our business. Note Exhibits "A," "B," and "C," which are sample advertisements prepared by our copy department.

May we call your attention to the peculiar appeal of one typical piece of copy?

WHY IS ONE CHILD AN IMBECILE AND ANOTHER A GENIUS?

(Illustration)

It is no more difficult to become the parent of a Napoleon Bonaparte than to become the parent of an ordinary private in the ranks of an army of street sweepers.

^{*}Note: I predict that within another generation we shall see cities and nations setting aside "Germ-cell Week," "Heredity Week," and "Race-Improvement Week." The State of Kansas has already approached this in its famous "Better Families Contest" at its annual state fair. We shall, I think, ere long, see even longer processions carrying banners with such inscriptions as: "Insanity, Epilepsy, Pauperism, and Feeble-mindedness Are Mainly Caused by Bad Germ-Cells," "Crime is Largely Due to Bad Germ-Cells," "Tuberculosis is Chiefly Caused by Unwise Marriages," and "Clean Up Your Family Germ-Cells and Produce a Better Race."—Albert Edward Wiggam in "The Fruit of the Family Tree," published by Bobbs-Merrill Company.

Why not be the mother of a Napoleon? Why be the father of a cross-eyed son or a bow-legged daughter?

If you desire children of whom you may be proud all through your life, it is merely necessary that you marry the right person.

Know your own ancestry! Know the ancestry of your mate!

The facts about heredity and germplasm are set forth in our booklet, "How to become the Parents of Another Abraham Lincoln." Merely sign the attached coupon. Do it now!

The Race-Improvement Foundation Washington, D. C.

Our copy department supplements these exhibits with the following headlines for a series of thirteen full page advertisements in the Saturday Evening Post:

"Emperors fought for a smile from Cleopatra. Do you wish your daughter to possess international charm?"

"Shall your son give orders or take orders?"

"Before you Marry—Investigate."

"Phillip V of Spain was weak, indolent, insane. Why?"

"Clean Up your Family Germ Cells and Produce a Better Race."

"Will your child be an imbecile or a genius? Science can tell you."

"Why not endow your children with happy, creative, energizing blood?"

"The boy is not to blame for this crime. His parents did not investigate each other before marriage. (Illustration of a murder in a low dive)."

"Here is the finest and largest albino rat ever born in the world. Selection did it! Selection can do the same for the human race!"

"Give your child a fair chance!"

"It's too late now. They married before they investigated."

"Alfonso XI, 'The Good,' was called the 'best king in the world' by his Spanish subjects. Clean germ-plasm was responsible."

"If you want a handsome son or a beautiful daughter you must investigate before you marry."

ART WORK

All of these subjects lend themselves to effective art treatment, particularly the last one: "If you want a handsome son or a beautiful daughter you must investigate before you marry." With this in mind we have already wired for an option on the services of Chester Smithfield, who is now doing the No-Tear Hosiery drawings, Frederick Hupp, who does the girl covers for the Saturday Star, and Harold McGraw, who is responsible for the K. C. & B. clothing advertisements.

GRAND PRIZE OFFER

As a means of capturing popular interest, our Idea Man suggests that an award of \$10,000 shall be made to the couple that submit the most promising genealogical histories, with a bonus of \$10,000 for each child born from the union up to five. This offer, if properly advertised, should win for you hundreds of columns of free newspaper publicity, and turn the attention of thousands of young people to the study of their family histories during the period of courtship.

BETTER GERM PLASM WEEK

The Executive who will be in charge of your account proposes that some week in the spring of 1926 be set aside as "Better Germ-Plasm Week." A mass of advertising will be released during this week. We shall reserve space on at least 2,000 billboards, and shall have cards on display in 10,000 street cars, and all of the subways and busses. During this week we shall suggest that everyone investigate his family history. Free forms for this purpose will be supplied to those who write for them.

BOOKLETS

The newspaper, magazine and poster advertising must be supported by a series of booklets. This agency believes in the use of coupons, and consequently all of our publication advertising will include coupons, to be torn out, signed, and mailed to your office. Immediately upon receipt of these coupons, copies of these booklets must be mailed serially to the inquirers.

Suggested copy for one of these booklets follows:

HOW WOULD YOU LIKE
TO BE THE MOTHER
OF A SECOND VENUS
DE MILO?
(Cut of Statue)

Every young woman knows what beauty means: the admiration of men, the envy of women, conquests, flattery, happiness.

The finest beauty does not depend upon striking clothes, facial massage, curling irons, lip rouge, and perfumed soap, but flows from a perfect figure, a clear skin, flashing eyes, delicate features, and a lively mind.

Can you imagine a greater heritage to pass on to your daughter? Money, social position, and even education, are baubles if a girl is handicapped by flopping ears, a stub nose, weak eyes, knock-knees, large feet and a pimply skin.

If you knew your daughter-to-be might be a second Venus De Milo, would you be interested? If so, it is merely necessary that you read through this little booklet, and the secret will be revealed to you.

For many years scientific men have been experimenting with rats and guinea pigs, and through these experiments they have discovered some very important laws of heredity.

Did your grandfather have floppy ears? Then the chances are one to five that your daughter will have floppy ears unless you marry a man with ears that lie close to his head.

Does anyone in your family suffer from flat feet? If so, beware of marrying a man with flat feet, or even a man whose great-grandfather or great-uncle had flat feet. Your children will almost certainly suffer from this annoying ailment.

Are you short or tall, and how about the members of your family, three or four generations back? IF YOU DON'T KNOW INVESTIGATE! It is most important. Before you accept a wedding ring from any man, ask him about his family history. If possible, get him to bring the family album to your house some evening. Study the pictures carefully. If his ancestors are tall, handsome men and women the chances are three to eight that your children will be tall and handsome, should you marry the man, provided you are tall and beautiful and free from blemishes yourself.

Insist on knowing everything about the young men who show you attention before you permit yourself to take any serious interest in them.

Why not be frank?

After a young man has called on you the third time why not say to him, "Suppose you bring over your family history next Saturday night, Jake." If he refuses, have nothing further to do with him. You may marry him and you and he may be happy, but the fruit of your union may be doomed to imbecility or worse.

Etc., Etc., Etc.

The purpose of these booklets will be to clinch the arguments suggested in the display advertising. In the booklets we shall get right down to action.

So that none of our circulation may be wasted, we have in mind (Continued on page 641)



BETTER SALES LITERATURE



A Department by S. Roland Hall

\$54,000 Worth of Orders From Two Unusual Letters

giant letters have a real in business-when place they are good letters.

Exhibit 1 shows one of two giant letters used by the United States Hoffman Machinery Corporation, of New York City. The first letter (the one reproduced) is said by the advertiser to have man in the pressing business, a promise.

OTH miniature letters and produced \$33,597 in business, while the second, to date, has a record of \$21,000, with prospects of beating the return on the first. The second letter carried this message:

Dear Friend: Once Again-

A Big Letter Full of Facts!

Two years ago, I made you, and every

Today, that promise has been fulfilled.

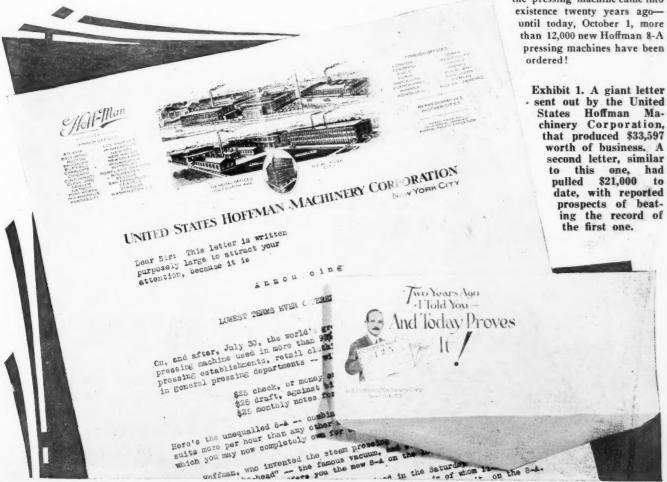
When I told you, October 2, 1922, that the Hoffman Company was going to build a clothes pressing machine which would enable you to increase your profits 33 1-3 per cent, I knew that the next Hoffman machine would have to be the most remarkable garment press ever built.

And, what's the answer?

In just four months, from June 1when I announced the new press as being the greatest improvement since

the pressing machine came into existence twenty years agountil today, October 1, more than 12,000 new Hoffman 8-A pressing machines have been

States Hoffman chinery Corporation, that produced \$33,597 worth of business. A second letter, similar to this one, had pulled \$21,000 to date, with reported prospects of beating the record of the first one.





The United States Hoffman Machinery Corporation, in addition to producing giant letters that bring results, also uses a unique form of letter of ordinary size, with check at the top, held merely by a perforated line.

As letters with checks attached are always pleasing sights in the morning mail, it is easy to understand how the check idea brings unusual attention for the "Valeteria" proposition offered by this company.

This check idea can be worked out in other ways. Some years ago the writer of this comment perforated the lower $2\frac{1}{2}$ inches of a letterhead, ran a border around this space, and used the form for a check for a small amount. The letter commanded unusual attention, and in a few cases the form was kept as a suggestion of more value than the amount of the check.

LOOK to your label! Did you ever think of the label of your office as a miniature poster? The label has a lot of possibilities for making a good impression, for it is the first thing seen by those who get packages from you.

The label can tie up with your other advertising; it can visualize your product or your service. Furthermore, it is a great convenience, from the addressing point of view. It may be slipped into the typewriter and directed legibly and quickly. It is easy to have a carbon system by which copies are kept of all labels and a code system will enable your carbon copy to show just what was sent under the label.

Exhibit 2 shows a variety of handsome labels, collected by the writer of this copy. It is difficult, in one-color reproduction, to do justice to the fine color harmonies of these specimens.

If any reader of this section of Sales Management is particularly interested in having a set of ten or a dozen unusually good labels

Exhibit 2. Labels that are good advertisements for the concerns represented. It is difficult, in one-color reproduction, to do justice to the fine color harmonies of these specimens



in full colors, the writer can oblige the first fifty callers with a set. No charge! Just send a stamped, addressed envelope, addressing this writer at First National Bank Building, Easton, Pennsylvania.

EXTRACTS from the letters of your salesmen, when treated in a newsy way, make fine copy for your general bulletins to the field force. There's human interest to such copy. The men on the firing line are pleased to see their suggestions and comments used, even when they are somewhat critical in their expressions. Such a practice encourages the other men to write freely and promotes exchange of experience. Of course the wise home-office editor is genial when he can't agree with the criticism of the men on the firing line.

HERE are products that can L be advertised well by presenting detailed data about mater-

products, this procedure is difficult. In the language of the Squib Company, there is a "priceless ingredient" that is not easily described in technical fashion. In fact, ordinarily this ingredient is not a technical quality.

This situation comes to mind in reviewing some unusually impressive literature sent out by the Champion Coated Paper Company, of Hamilton, Ohio-Exhibit 3.

A 16-page book, 9 x 12 inches, printed on a fine coated stock in black and a pleasing brown, is devoted to a graphic description of "The Paper Machine." The size of the halftone views is such that this pictorial presentation is a close approach to seeing the great machines themselves.

Then there are large folders, illustrating the tests that employes go through in order to insure their fitness to do the particular work that is assigned. As the company

"We do not have flat-footed men ials or workmanship. With other standing all day at work. In fact,

we must know, before a man is placed at a job, whether he can do his best work at such a task. We give every man a chance to do 100 per cent work at something."

Another folder of extra size, the title being "More than \$2,000,000 to Assure Quality," is devoted to views of giant paper machines.

A fourth document is devoted to the topic, "Champion Control Demands 1/4000 inch Accuracy."

Still another impressive exhibit is a factory poster, bearing the language:

Our Motto:

Every Employe an Inspector. A little carelessness—Rejected paper.

A little more care-Quality paper.

GOOD letter is usually a pow-A erful supplement to even the best type of prospectus, catalog or bulletin. The letter-message, just because it is on a letterhead and carries a signature at the bottom, is a more or less pointed or



intimate document. It often insures attention or greater attention. It is a common occurrence for a business executive to say to his assistant, "Be sure to let me see the catalog that this letter refers to.'

down this

old fence

HE insurance business may I not have "arrived" to the extent that the companies can induce the larger number of customers to apply for insurance instead of having it thrust upon them, but certainly this great business has arrived so far as good booklets and folders are concerned.

The morning mail brings an unusually fine lot of such folders from the Equitable Life Assurance Society-Exhibit 4.

ing way. The one entitled "Giving the Youngsters a Chance to Climb" shows a good halftone il-

of a college education and showing how the Equitable Educational Fund Agreement will insure the son the necessary funds to complete his college course.

Then, the idea of procrastination is pictured on another folder by a fence in front of the home.

"Tying up the loose ends" is depicted by the illustration of a cord as it would appear tied around the folder.

The old thought of having a sound roof over the home is illustrated by making an Equitable policy appear as the roof of an attractive dwelling.

A striking illustration of a safedeposit box-with the folder cut out in the shape of the box itself-is devoted to the interesting topic of how one leaves his affairs at death.

The familiar old umbrella serves as a striking illustration for the folder entitled "For That Proverbial Rainy Day."

Such timely and well illustrated All are visualized in some strik- argument is a long step away from the old approach on insurance, which seemed more like arranging for one's casket or tombstone. In lustration of a lad climbing a tree. fact, insurance formerly had so On the inside pages of this folder much of the funeral atmosphere is a special talk about the education around it that insurance money

It is the folder of the Equitable type that, efficiently distributed, brings about a certain amount of conviction and paves the way for the call of the well informed representative. Such literature is real sales literature.

ET a pointed message to J your prospective customerwhether he be dealer or consumer of the product-in the front part of your printed matter. That part of the job is the show window. If the show window doesn't attract, the customer may not wander inside.

GAIN the Literary Digest A scores! This time with a simple picture of a man and his wife looking at the demonstration of a washing machine, with a headline that is a pleasing visualization of a well known question. (Exhibit 5.)

The Literary Digest says:

"The circular was planned for advertisers and agents interested in the market for household products, and was mailed by us to a total list of 4,000.

"Our object in mailing circulars of this nature is not so much to obtain direct replies or direct business, but rather to leave a permanent impress of the Digest's market

Helping the Dealer Help



Norman Rockwell depicts those heart-gripping scenes of home life and the Magua Company produce a series of blotters that Edison Mazda dealers use and profit by.

The makers of Lehigh Cement have a farm as well as industrial market. Effective blotters are prepared showing concrete in industry and concrete on the farm. And the William Fell Company of Philadelphia make an interesting series from two color line plates.

The J. S. Rogers Comcontractors. buildings with 2c stamps by

the use of an interesting series of blotters produced from halftone and tint plates by the Franklin Artcraft Printing Co.

The Bauch & Lomb Optical Company know that blotters are particularly valuable for oculists, and they have an effective series produced by the Postergraph Company.

The American Litho Co., Brown & Bigelow, Franklin Press, Jas. T. Igoe Co., The Quadri Color Company and scores of other good printers and lithographers are constantly turning out dealer helps so useful that no advertiser can afford to neglect a blotter campaign for his dealers.

In the Scrap Book of Blotter Advertising we show a few of these blotters with a brief comment on their use. This book is too costly for general distribution. It will be sent, however, to executives who request it.

STANDARD PAPER MFG. Co. Richmond, Va.

Makers of Ink Thirsty



—Will the dealer help be used by Mr. Dealer?

-Will it be seen and read by his customers?

-Will the dealer-helps bring trade across the retail threshold that will demand, or at least accept, the product?

—These are the puzzles to be solved when planning the dealer-help part of an advertising campaign.

Putting the dealer help on blotting, helps the dealer For dealers prefer blotters for enclosing with statements, for wrapping with packages, and for house-to-house distribution. Blotters used in these ways bring in trade at no postage expense. Your retailers know that in most homes there is always a dearth of blotters. So the message is kept longer and seen oftener than if printed on papers that perform no useful function.



We will send upon request the following results of our

research on blotter advertising:

Standard's Dictionary of Blotter Advertising. -Standard's Dictionary of Blotter Advertising.

The Scrap Book of Blotter Advertising.

How Business is Won with Blotters (a book for retailers).

Holf Empty Envelopes (a book for printers).

-How Dusiness is won with Biotters (a book for -Half-Empty Envelopes (a book for printers). -Twelve Suggested Life Insurance Blotters. -Twelve Blotters for Fire Accident and Other Twelve Blotters for Fire, Accident and Other Forms of

Insurance.

Sixteen Suggested House Organ Blotters for different
Retail Businesses.

Packed with Product Advertising (for makers of packaged

products).

on the minds of the readers."

Sending such a circular to a special list of concerns and advertising agents keenly interested in marketing household products, gives it an unusual chance.

This circular, as folded, measures 10 by 81/4 inches. The first page was printed in black and white, featured against a background of tan.

UST for fun, have an acquaint-

and then. See what an impression he gets of the way you handle inquiries or refer them to your distributors.

LOOK up the new postal regulations carefully before preparing the new catalogs or bulletins. A slight change in your dummy may mean a real saving in your mailings.

So many folders and booklets deal with a variety of commodities or contain just general descriptions that it is an advantage now and then to see simple pieces of business literature, specializing on one commodity.

Such a folder is a rifle shot as compared with the shot-gun piece of advertising matter.

The folder exploiting just sash. from Lord & Burnham Company, Exhibit 6, is a model of good layout and description.

The advertiser tells "how we can make so good a sash for so little," and detailed illustrations show exactly how the sash is constructed. It is explained that the sash are made by the mile and that at the prices quoted the sash are sent out without sand-papering or the cutting off of the "horns." At the same time, copy of the following sort makes the reader feel that Lord & Burnham Company offers a sash of high value:

Almost anyone can make a cheap sash. But it takes one who knows cypress

from A to Z, and is on to all the short cut manufacturing methods, to make a sash that is not only cheap in price, but downright good.

There are plenty of cheap sash on the market, costing around \$2.

Look them over, and there is very little difference between them.

You could shut your eyes and make your choice. Every one of them will have the straight old-fashioned mortise and tenon joints.

Some will even be the quick-rotting open mortise kind.

None of them will be made with the weather-tight double shoulder, blind morance write your concern now tise joints the Lord & Burnham sash have.

> What's right with this picture?

Exhibit 5. Nothing apparently wrong with this circular

These Lord & Burnham Commercial Sash we are offering you at \$1.95 apiece are made in exactly the same way as the finest sash we sell to private estates, and for which we have such a reputation. They have the same blind mortise, weather-tight joints.

The same sturdy steel stiffening rod, running from side to side across the center.

All joints are white-leaded, a thing mighty few sash-makers stop to do.

All dowel pins are of steel, instead of wood, and made with barbs so they cannot loosen and work out.

In the original this folder was made up of a sheet 17 by 11 inches, which when folded twice, made the folder 51/2 inches by 81/2 inches.

A ready-to-sign order card is tipped in on the last fold.

READERS of catalogs and booklets usually prefer to see the history of your "wonderful business enterprise" confined to one page of your catalog.

Yes, there are exceptions, of course, but it is better to err on the side of too little history than to have too much.

THE Portland Cement Association has been responsible for a great deal of informative and timely advertising. For sev-

eral years this organization has used an effective series folders measuring 11 by 17 inches, in the full sized sheet, folding three times to a mailing size of 8½ by 3¾ inches.

recent folder (Exhibit 6) entitled, "Concrete Roads Reduce Vehicle Operation and Total Transportation Costs," was sent out just at the time when car-owners were getting their licenses.

A feature of the outside of this folder, as it came to the addressee folded, was a red-and-black reproduction of a license tag, bearing the lettering: "Transportation License 1925, Special Information Within."

The folder is filled with authentic infor-

mation, showing the cost of transportation over roads of different types. A table shows maintenance costs of various types of road surfaces in New York State for a period of four years. The showing is a remarkable argument for concrete roads, which, of course, was the aim of the folder.

S a pleasing change from the "filled in" general letter, try now and then the plan of using just a strong headline for your opening-either centered over the main text of your letter or arranged where the salutation is usually written. Pick the same newsy or interest-promoting kind



what he reads interests him. he won't be too busy to see John next time he calls.

Helping your salesmen make the most of selling hours is the subject of the booklet "Let's be Misers with Golden Selling Hours." This booklet tells how good printing saves the

You can get copies of those now available, and the others as they are issued, without cost, by writing on your business letterhead, to any merchant who sells Warren's Standard Printing Papers, or to the S. D. Warren Company, 101 Milk Street, Boston, Mass.

NDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding

MXAXABCDEFGHIJ



of headings that you would put on a magazine or newspaper advertisement.

I F you work both day and night, maybe it is worth advertising the fact.

The Progressive Composition Company, of Philadelphia, evidently feels this way, because in an effective but simple folder recently sent out, customers and prospective customers are apprised of the fact that the organization is on the job from eight o'clock Monday morning until twelve o'clock Saturday night—two complete forces kept busy on the double-shift plan.

Such a folder costs little and may be slipped into the daily mail with good effect, as well as mailed to special lists. A folder of this kind is like a street-car card—you can really put a string message on it if you know that the space is limited and that you must deal with just one topic at a time without superfluous introduction.

The Progressive Composition folder is reproduced in Exhibit 6.

ARE you familiar with "Diortho-Tolylguanidine," "Diphenylguanidine," or "Anhydroformaldehyde-p-Toluidine"?

You needn't feel abashed if you are not. There are many people in your group.

Yet, the E. I. Du Pont De Nemours & Company want to bring about a more general familiarity with such technical chemicals, and they are going about the job in a sensible way.

Exhibit 6 shows one of a series of technical promotional bulletins that this company is sending out. They are also using a good type of 4-page letter that explains and illustrates very clearly the use of Du Pont Rubber Vulcanization Accelerators.

The sales division of the E. I. Du Pont De Nemours & Company gives the following information about the creation and distribution of this sales literature dealing with technical chemicals:

"It has been our experience that the available sales and advertising literature is very deficient in recording successful methods for the

advertising and distribution of what might be called, for want of a better term, 'Technical Chemicals.' By this I mean complex organic compounds of such a nature that their commercial use involves extensive scientific knowledge of their effects upon the finished products in which they are employed. I think we have fairly well solved this problem by the preparation of a series of booklets.

"These pamphlets were originally distributed with a Hoovened sales letter to the purchasing departments of all the rubber manufacturers in the United States, of which there are about four hundred. Since it was our purpose to have these booklets read and used by the plant superintendents, rubber chemists, and compounders, as well as the members of the purchasing departments, we invited our customers or prospects, in the letter mentioned, to ask for additional copies for the rest of their staff. They did so and the demand was particularly heavy.

"Our salesmen also distributed many copies to subordinates in the organization, particularly of the "I understand you haven't made out very well against the spring freshets," said the President of the Hercules Construction Company. "July first is the forfeit date. Are we going to get out from under?"

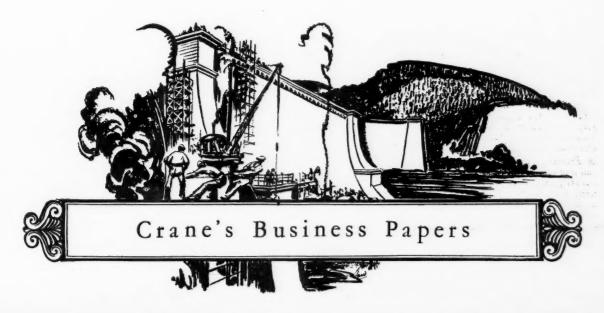
"No, we're not," said Smith, C. E., Cornell '15, firmly. "But I'm sure we are all right, J. J.," he insisted. "There was the usual line in the contract letting us out if we were held up by acts of God."

"Well, let's have the contract then," said the President. Then to his secretary, "Bring me that Pleasant Valley Dam contract, will you?"

The contract was quickly opened out. But the vital line had disappeared. The paper was cheap wood pulp. It had been consulted and refolded until the typewriting where the fold came had been obliterated. And in that line were the words that would save the Hercules Construction Company from paying a large forfeit. There was another copy, but that was in the offices of the Commissioner of Public Works. They didn't like to go to him for it.

"Well, at any rate," snorted the President in disgust, "the state isn't squandering any of the people's money on stationery. Smith, you catch a train down to the Capitol and see if you can get a look at this contract. Get an attested copy or photograph or something, and you might tell them that contracts for construction work ought to be drawn upon paper that will last the time it takes to do the job."

Crane's Bond safeguards billions of bonds and stocks for nations as well as corporations. It accords the same protection to letter-heads or contract forms, and gives them the dignity and emphasis which important transactions deserve.



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS



More Sales Calls In Between Personal Calls

DEPENDING on whether everyday commodities or seasonable merchandise is marketed—

Sales forces usually operate in one of these two ways:

First—two or three swings around the country per year — hitting the high spots; or, second — frequent sales calls by branch or jobbers' salesmen — averaging once or twice a month in the cities; once every sixty days in smaller towns.

What happens in between calls? Particularly in the present era of "hand-to-mouth" buying and intensive competition, sales are lost by manufacturers who do not maintain frequent personal contact and even by those who do.

Direct Mail supports the salesman by going to bat for him and his company when he is busy elsewhere.

Direct Mail maintains contact—makes calls in between salesmen's visits — at a few cents per call. Direct Mail brings in orders, helps close new accounts, builds good will.

The Premier organization helps you organize a mail sales program, then produces and distributes it for you.

A Premier representative will call and talk things over, without obligation, or if you prefer, write for specific information about your particular sales field.

The PREMIER Ca

Direct Mail Merchandising
Premier Building
CLEVELAND

larger corporations, whom it was difficult to reach because of organization complications. Nevertheless, it is my belief that many such men down the line carry considerable influence as to the raw materials and chemicals used and subsequent experience has confirmed this belief, for we have been well repaid in the missionary work of this type since it removes much of the sales resistance that is encountered in a purchasing department which can buy only specification materials and have no choice as to what the plant shall or shall not

"We are now running a new series of ads in the India Rubber World, India Rubber Review, and Rubber Age, that feature our rubber vulcanization accelerators and the booklets describing their properties and uses. It is simply another effort to invite the chemists, compounders and supervisors in rubber plants to ask for these pamphlets, which have been written with sufficient scientific facts for the technical trained man and yet simply enough for the employees in the business departments of the organization who are not so trained and yet who desire a knowledge of the chemistry of the products used in their factory without submitting to the humiliation of asking the chemists. In this way we have probably reached close to 2,500 executives and employees of the rubber industry with splendid sales results for our products.

"As to the form of the pamphlets, I found by observation over the past few years that nearly every rubber chemist and compounder carries a leather covered, loose-leaf note-book of the same size which the booklets fit and consequently it was reasonable to suppose that upon receiving a copy of our sales literature such men would put it in the note-books with their other 'dope.' I have found this to work out to an amazing extent in practice."

THE more "automatic" you have that literature for the retail trade—the easier it is for the retailer to use the material—the greater your chances for having your ammunition go out to the consumer instead of remaining on the back shelf.

NATIONAL Lamp Company sends out to the trade a very handsome book (Exhibit 7) entitled "Four star book 1925." This book, printed attractively in colors, is a very complete presentation of the merchandising side of National Lamp business. It shows the dealer what he must do to get attention from the street. Window displays, paneled posters, the unique Mazda lantern, and so forth, are shown in colors.

Other pages show the dealer how to arrange his interior displays, including the unique lamp displays and testing device. Other pages show how to use folders to advantage and give tips on selling. Still other pages show the company's advertising campaign in the general mediums and the business mediums. The dealer is not left to guess what kind of advertising is being done for National Mazda Lamps. These specimens show the appeals to women, appeals to men, appeals to merchants, appeals to factories, and so on. Finally, the books show an exhibit of the electrotypes, letterheads and window display features, also a very usable list of novelties.

The interesting question arises: What is the result of giving the dealer all this information in one book? The National Lamp Works gives the following answers to some leading questions:

"We have just sent out about 25,000 of these books and have a total edition of 35,000, all of which will be distributed during the year 1925.

"We have, as our first circulation, sent the book to all of our Mazda lamp agents throughout the country, of whom there are about 18,000. The book has also gone to many central station customers and a few large concerns. A letter preceded the book by one week and there was a letter enclosed with the book so as to insure the best possible attention to it.

"The book, as you may see from its perusal, is really a reference book to be used for the whole year and our effort is to get our agents to save it and look at it frequently. In checking up by personal calls on agents we find that this is pretty well accomplished and at

least 50 per cent of the books are kept throughout the year.

"The main idea of the book is to educate our dealers on better ways and means of merchandising our products.

"The only way we can judge of the effectiveness of the book is through the inquiries we get during the year which can only come from this book, and this includes inquiries for additional information of particular kinds or for material which is advertised nowhere else but in the book,

"We have been doing this sort of a job for eight years and find it much more effective than the older plan we once followed of sending broadsides, mailing from four to six times during the year in an attempt to outline our current advertising plans and dealer helps and merchandising ideas.

"The broadside folders do not get a thorough reading and are soon thrown away, whereas the book is saved by at least half of the people to whom we send it."

DON'T be fearful of a little novelty in titles now and then—if the application of the title is pertinent. Ernest Calkins' book, "Louder, Please," and Edward W. Bok's latest volume, "Twice Thirty," seem more attractive than they would have been with such titles as "Life as a Deaf Man Sees It," and "The Wisdom that Comes with Sixty Years."

LITTLE letters can be made to do big things. Many good letters these days are being sent out in miniature form. This is not necessarily because they are built to appeal to children, but because there is something attractive in the small form. Perhaps it is also true that the small amount of space available compels the copy-writer to say something to the point.

An example of such a letter is one sent out by The Vick Chemical Company, which, when folded, is only 4 by 3 inches in size, with a type measurement of about fifteen picas. Nevertheless, the inside page of this letter contains an attractive picture of a woman testing a sample of Vicks.

This letter goes with all samples distributed. A miniature "Dear



CAXTON DIRECT ADVERTISING A MEDIUM

Most Important Least Expensive

Most Important because it forms the immediate contact between dealer and consumer. Least Expensive to the manufacturer because it is paid for by the dealer—also the price is very low to the dealer because of the cooperative buying power of an entire dealer organization.

Usually handled complete by Caxton in conjunction with the agency in order to tie up with national advertising—and this is what counts.

We will be glad to explain a.d.a. to either agencies or manufacturers.

THE CAXTON COMPANY Caxton Building, Cleveland



Louisiana 1th Mississippi 3th motor car gains

Louisiana led the nation in per cent increase in motor vehicle registration in 1924 as compared with 1923. Louisiana showed an increase of 30.3 per cent, nearly twice the average gain in the United States, which was 16.6 per cent. Mississippi came third with 29.1 per cent.

Readers of The Times-Picayune have money to buy—not only automobiles, but radio sets and equipment, canned peaches, pianos, ginger ale and most other merchandise which has earned popularity elsewhere in this country, whether it be rated as a luxury or a necessity.

Cover New Orleans and its trading zone—Southern Louisiana and Southern Mississippi—first market of the prosperous South—at one cost, through

The Times-Picagune

Representatives: Cone, Hunton & Woodman, Inc., New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta. R. J. Bidwell Co., San Francisco and Los Angeles.



Exhibit 7. A book that 50 per cent of the dealers keep and refer to

Friend" letter seems to be much better than the conventional folder for this purpose.

GO into any plumbing establishment or into any store handling plumbing supplies and you will very likely find some one who is an ardent admirer of the letters sent out by Harry G. Nye, of the Nye Tool & Machine Works.

Nye is of the blunt, frank school who believes in thinking hard and writing out his thoughts without any soft-pedaling. He writes in the conversational style that bespeaks individuality.

Here is one example of the Nye letters:

Stotz Bros., Second and Northampton St., Easton, Pa. Gentlemen:

If all the pipe handled in a single day by the plumbers and steam fitters of the United States was coupled up it would reach from here to Europe; and some fellows are in favor of doing it, and putting a bucket at this end.

Anyway, it shows that the plumber is an important factor. One thing is certain, the health of the country is in the hands of the plumbers. Someone said once, "Let me write the songs of a nation and I care not who writes its laws." Likewise the plumber might say, "Let me put in the plumbing of a nation and I care not who writes its prescriptions."

Of course a plumber can't keep somebody from trying to cross a locomotive with a Ford; but, outside of that, the plumber probably saves more lives in a year than all the doctors do, and says less about it. The doctor fights the germs after they are in your body, and is bound

to mess the place up more or less while he is doing it. The plumber fights the germs outside. The typhoid germ, the malaria insect, and a lot of other bugs, could tell them that, if it weren't for the plumber, their bodies would be as full of bacilli as a New York cabaret of clothing buyers.

Over thirty thousand plumbing shops in the United States devoted to what? Well, first and foremost perhaps, to making a little money for maybe a hundred thousand or so of plumbers, and not always succeeding in doing it. But incidentally devoted to discouraging germs and doctors, both of whom are more or less dependent on each other for a living.

Plumbing is a noble profession, and I hate to think what would happen to the country if all the plumbers should suddenly decide not to plumb. There would be about 23,972,411 places where they would be wanted immediately—not only immediately, but at once, and right away.

All of which is part of why I feel that the years I have spent in trying to make better plumbing tools, and the threading and cutting of a pipe a pleasure instead of a three-round bout, have not been spent in, I might say vain.

Yours for pleasanter plumbing,

HARRY G. NYE.

Mr. Nye was asked if he wouldn't tell something about how he began his unique letter campaign. He gives this information:

"Answering your letter of February 12, would say that The Nye Tool & Machine Works, which is now doing an international business, was built up by advertising, and my selling letters have been a very material help in our advertising campaign. We have a mailing list of over 40,000 names, and this list is revised semi-annually

from all the sources available. We have now been so long in business, and are so well established, that we do not get a great many direct returns from our advertising.

"This is also largely due to the fact that we sell our goods exclusively through the jobbing house. We do not sell direct to the retail trade so that a great many orders which our advertising stirs up go to the local jobbing house instead of coming direct to us."

It stands to reason that business literature must be right if it can be kept working on a list as big as 40,000 with apparent success.

TIMELINESS has always been a factor in strong advertising. When the advertiser can hitch up with a trend of the public mind, he takes advantage of something that he probably couldn't create with hundreds, maybe thousands, of dollars.

There was considerable publicity in and around Boston during the early part of this year about the operations of a daring burglar, who was referred to in the newspapers as "The Lone Wolf."

Frederic A. Hutchins, of Boston, thereupon made the "Lone Wolf" the subject of a simple folder, which actually quotes the addressee the rate for his building on \$1,000 of burglary insurance as well as \$1,000 of fire insurance.

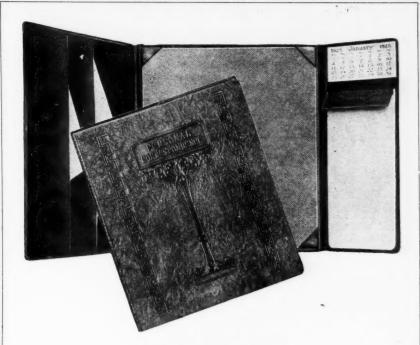
Details are not available as to how successful this folder was, but it obviously had an unusually good chance to be profitable.

I F your special letters are costing you thirty to forty cents each—as they probably do—don't let them impress the readers as being 10-cent thinking.

NOW and then it is said that the day of the testimonial is past. Don't believe it. The genuine testimonial, ringing with conviction, will always be with us.

A booklet is being used effectively by the Aluminum Cooking Utensil Company, of New Kensington, Pennsylvania, as a means of inspiring prospective sales representatives.

This concern employs thousands of young college men to sell "Wear-Ever" aluminum cooking



The Utility Art Leather Desk Portfolio

Your desk is not complete without it

HERE is an item of unusual appeal because of its artistic conception as well as its practical utility. It is a folding desk portfolio, made of Super-Finish Art Leather, with file pockets for pending correspondence, blotters, calendar and perforated memorandum pad.

The front cover in rich Spanish grain reproduces fine Italian hand tooling.

This Utility Desk Portfolio should be on your desk!

It also offers a splendid suggestion to these contemplating gifts to customers. A small flap has been specially provided over the memorandum pad for the imprinting of your advertisement.

We carry this Portfolio in stock in two-tone brown finish, while other colors can be furnished in lots of 25 or more without additional cost.

					Prices		
Sing	le					\$5.00	each
Lots	of	2	to	5	inclusive	4.50	each
Lots	of	6	to	11	inclusive	4.00	each

Special prices on larger quantities, gladly quoted.

Individual names may be stamped in gold in lower bottom panel at 25 cents for each name.

We also specialize in Super-Finish Art Leather Catalog and Book-covers, Salesmen's Portfolios, Boxes for Manufacturers' Sample Lines, Loose-leaf Covers and Advertising Novelties. Write for samples and quotations.

THE UNITED STATES BINDER COMPANY

225-231 West Ohio Street, Chicago, Illinois

Sales Facts

You May Not Have on the World's Richest Buying Group

If you sell direct to the consumer by mail—if you co-operate with dealers on local mailings—if you wish to establish your product or service or name with the biggest spending class in the world—

Use your Lifetime Pen, a handy Faber, or even an unhandy stenographer—and mail us the Sales Fact Blank below.

For five years we have been conducting specialized research into the purchasing power of the seventeen million American motorists who buy the great majority of the necessities and luxuries distributed today.

Their past spending has proved their future buying—and we can eliminate all waste for you in reaching this great group of moneyed people.

The filled-in Sales Fact Blank will bring you monthly data you will be pretty sure to find of real value.

The Reuben H. Donnelley Corporation Nevada, Iowa

Specializing on Automobile Owner Lists and Automotive Statistics

-Sales Fact Blank

The Reuben H. Donnelley Corporation Nevada, Iowa

Put us on your monthly mailing list for data showing sales possibilities and records made in the automotive field.

Name		
Cin	Carac	

utensils from house to house during the summer season. For the purpose of organizing these young men, there is a group leader in each college. This leader is a man who has sold "Wear-Ever" utensils during a previous summer and is therefore in a position to speak from experience. This group leader approaches every likely candidate, and the candidate receives. among other literature, a copy of "The Man Who Dares." booklet is serving a useful purpose not only with young college men who are debating the question of selling "Wear-Ever" utensils, but also in the work of securing recruits for all-the-year-round service on the sales force.

The booklet paints an inspiring picture of selling as the greatest of all games—an experience that helps to build a successful man; it shows what the Aluminum Cooking Utensil Company does for new salesmen, and then relates a number of typical successful experiences.

The pictures of the successful salesmen are shown, along with other pictures.

This enterprising concern also used a compact 7-pamphlet salesmanship course in training the young college men for their selling work. The instruction is given in seven evenings, because the course is carried out during the end of the college year when the young men are busy studying for examinations.

This course, like the booklet, is inspirational but also thoroughly practical.

YES, letters constitute an important part of business literature. They do a big work in gaining customers, and sometimes an even bigger job in retaining customers, when customers, through a mishap in a business transaction, become displeased.

The Individual Tailoring Company, of Cincinnati, Ohio, received the following letter from a vexed customer:

Referring to order given your Mr. K—, under date of August 16, 1922, since it has now been nearly a month and I have heard nothing from the suit, will you please cancel the order?

The order given was for a fall suit and I deem it rather late now to buy a fall suit. However, if you wish, you may retain the \$5.00 paid and when your Mr.

K— is next in Knoxville I will order a heavier suit for winter, provided delivery can be made in a reasonable length of time.

Please acknowledge receipt of this letter.

This was an instance in which it seemed as if a blunder had lost an immediate sale and possibly made the customer feel like going elsewhere for his future needs. But the following letter was written:

Someone in our organization has been guilty of committing a very bad blunder in handling your order for suit which you gave to Mr. K—, our representative, on the 16th of last month.

The suit has been ready since the 26th, which was ten days after receipt of order, and would have been sent out to you at that time if properly handled, but instead our shipping department has been holding the suit as they claim their instructions were to ship the suit September 26, and they would have held it until that time if you had not written us your letter of the 13th.

We are very sorry this mistake happened, and we realize how disappointed you must be and we don't blame you for requesting that the order be cancelled.

Since the suit was ready, however, and feeling that possibly you would want a new suit to wear over the week-end, we took the liberty of forwarding your suit by parcel post, special delivery, and sending it on open account.

If you can use the suit, we'd be glad to have you do so and you can send us your personal check at your convenience. On the other hand, if you cannot use it, just return it at our expense and there will be no harm done.

We try hard to prevent oversights such as this, but they do happen once in a while, no matter how hard we try. We hope you will understand that we are sincerely sorry and wish we could apologize to you personally.

This frank and fair letter corrected the situation, bringing the following response from the customer:

I thank you for your very reasonable letter of September 14, and can easily understand how such a mistake could have occurred.

The suit has just come in and is satisfactory with the exception of the fact that the legs of the trousers are too small and somewhat too long. I believe Mr. K— can have this remedied when he gets to Knoxville, in which case I shall be glad to keep the suit and give him my check for the balance due. The coat and vest fit perfectly.

The Individual Tailoring Company submits the following as an example of a collection letter that must be written as a last resort to those customers who will heed nothing but a real "upper-cut." The advertiser explains that this letter is never used unless all the usual collection letters are ignored

Recognized Leadership

In every line of activity some one house stands supreme—enjoying a reputation for excellence built by years of painstaking endeavor to produce nothing but the best.

Kier Letter Company, with its affiliated organization, The Direct Advertising Agency, devoted to the creation and production of complete merchandising campaigns, has grown to the outstanding position in the direct mail field.

One process alone, Personalizing, which is the imprinting of the prospect's name in actual type on each mailing piece (a process controlled by Kier Letter Company), is worthy the investigation of any direct mail user looking for increased sales.

If you use direct mail to sell merchandise, some aspect of our service is sure to meet your needs. From the simplest form—the best letters produced in America—to the most elaborate merchandising campaign—plan, lay-outs, copy, art work, production, and placing in the mail—we are equipped to handle your direct advertising satisfactorily.

A sample of Personalizing will be sent on request

Kier Letter Company

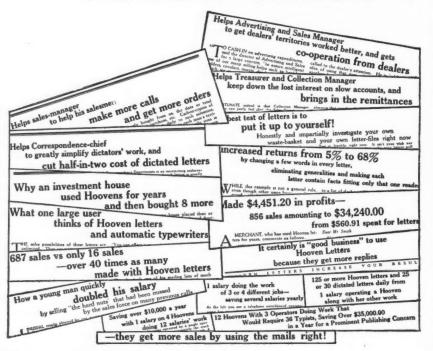
The Direct Advertising Agency

538 South Clark Street Chicago

Can you afford to miss

using these facts to get

more sales



When a Hooven user says:

"We can sell for almost one-tenth of what it formerly cost us"

— isn't that worth your careful study?

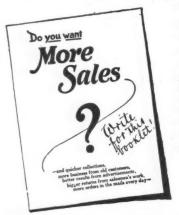
He first wrote—"Dismantled a force of 30 salesmen and put Hooven Automatic Typewriters on the job"; then he added—"We have found that by using Hoovens and a few good salesmen, jointly, we can sell for almost

one-tenth of what it formerly cost us."

Then he says, specifically, that his orders are now "secured at a cost of \$2.05 as compared with an \$18.00 cost under the old selling plan."

Think of that!—You are enabled to bridge those gaps between salesmen's calls. Those gaps that let the orders get out to someone else. Your own live, human, invigorating sales messages in readable, personal letters, bridge those gaps for you. Your salesmen sell more, sell easier, sell faster, when you help them this way. You cut down the cost-per-sale.

Write for the free booklet. Let it help you too.



General Sales Office, H. A. T. Corp. 1100 Plymouth Bldg., Chicago, Ill. HOVEN
Automatic
Typowritor

CManufactured by

Name______Position____

Write and get it-now

Send your booklet, "MORE SALES," that tells how users increase sales, collections, etc., with genuine, personal, human letters at low cost.

. . .

Address

HAMILTON, OHIO

by the customer. The company also ascertains whether or not the concern has a son before making use of the "son appeal."

After we had finished our evening meal last night and after the kiddies had been put to bed, my wife told me how our five year old son had imitated something that he had seen me do the day before.

He had seen me light and smoke a cigar and he had imitated me exactly, using toothpicks for both match and cigar.

I remarked to her at the time that we must be very careful as to what we said or did while he was around, because children do learn a great many things, some good, and some not so good, from watching their parents and imitating them.

Our children do learn from us, they imitate many of our ways and habits, and we must be very careful as to what we say and do. They must have an ideal to look up to, and who is more capable of being an ideal to a boy than his father?

I understand, Mr.—, that you too have a son and I know that we are both interested in the welfare of our sons. We want them to grow into truthful and honest men, whose characters are above reproach, so that we can be proud of them and they can be proud of us.

A boy usually looks up to his father as an example and it is one of my aims in life to set a good example to my son.

Now, I believe, Mr. —, that most of us are alike in this respect. We want our children to grow up with the feeling that their Daddy is the greatest man on earth. So it pays us to watch our step and keep our habits and characters clean, so that our youngsters will not have all their illusions exploded later on when they find out that they have been deceived.

I know that I do not want my son to grow up and find out later on that his father owes legitimate debts which he contracted for, but did not pay for and find out that his father is getting a reputation for being a *dead beat*, and if I can help it my son will never be pointed out as the son of a *dead beat*.

That is the reason I am writing this final letter to you, Mr. —. My final appeal to your honesty and manhood and to the future manhood of your son.

If you are a common dead beat and do not care what kind of a reputation you bear, and do not care what your son may find out about you later on, then you will no doubt ignore this letter.

However, if you are the kind of man and parent that I think you are, and if

and parent that I think you are, and if you really do care what your son may think of you, then you will either pay your account with us now or you will write me telling me that you will make arrangements to pay us, either by installments or in full at a later date.

What kind of a man are you? The enclosed envelope will tell the tale.

Earnestly yours, Individual Tailoring Company.

It is said that the letter usually brings an immediate response. If not payment in full, then part payment and a definite promise as to payment of the balance.

Which Language
Do you Understand Best?



The Picture, or—

What a glorious feeling it is for Baby as the soft white powder from Mennen's Borated Talcum can rains down over his little back! He has just had his bath. Wriggling his little toes, beating and crowing ecstatically as the warm soapy water sloshed around him, he thought that was the most beatific thing that had Now he ever happened crouches upon to him. But a towel, a pink, it was nothing glowing, divinely sweet to this-merely little bundle of energy an introducand good nature. When tion to the best the powder strikes part of the his tender skin a deliwhole happy cious coolness seems business. to radiate over him. Little tremors of delight travel his backbone from end to end and he thrashes around lustily just with the joy of it, while he utters unintelligible, but highly favorable comments upon this, the moment of the bath's greatest pleasure. But there is something more than a good time at stake. Baby's health and comfort, which are matters of far greater moment than an

Baby's health and comfort, which are matters of far greater moment than an instant's glee, are also insured by the Mennen's Borated Talcum as it falls in a gossamer cloud to caress the delicate pink little human as though with fairy fingers. This soft, bland powder soothes the skin, absorbs moisture, and counteracts every agency of irritation which comes to imperil the perfection of Baby's health. So laugh and chortle, sweet one! There is a beneficent Providence above you which pours out the blessings of health, lusty vigor, and happiness in generous profusion upon you, and its name is Mennen's Borated Talcum.

"Words, Words, Words?"



RUSLING WOOD, INC.

218 William Street, New York

Selling to the Textile Industry

(Continued from page 609)

other chain drives had not been lubricated, we designed a special casing for our product which permitted its constant lubrication. The casing cost almost as much as the chain. The whole assembly seemed hopelessly out of it on the basis of price.

"We went to Charles Piez, our president, and asked for an appropriation to push the sale of the product and he turned us down. 'Not until I know that it will do all you claim it will. This is your baby and naturally you think it is right, but what about the man in the mill; how is it going to stand up there? Give a dozen of these assemblies away and watch them for a while. If they stand up, well and good; if not, we won't have a lot of grief in making them right.'

Getting Equipment Standardized

"When it came to giving away the assemblies we had a lot of trouble. In spite of the fact that we were a nationally known concern, mill agents had become so accustomed to doing things in a certain way that they scarcely could be persuaded to try something new. Finally we succeeded in making a few free installations. When reports came in we knew we were right and an intensive sales program started, based entirely on the performance these drives had given in the test installations. In just a short time sales have grown to a quarter of a million dollars annually."

There is an unusual condition in the textile industry that manufacturers who seek to sell this market cannot afford to overlook, according to one executive well versed in the buying habits of the mills. There are several engineering concerns who specialize in designing and building textile mills, and two of these organizations are regarded as the last word in what should and should not be used. The J. E. Sirrine Company of Greenville, South Carolina, has made a specialty of cotton mill construction, while Lockwood, Green & Company of Boston, Massachusetts, handle all types of textile mills.

If either of these organizations places the stamp of approval on a product intended for use in the textile industry, it may be regarded as standard, and the task of selling is minimized to a marked degree.

It is not at all unusual for a mill owner to bring a sample of the goods he wants to make to one of these concerns, tell them how much of it he wishes to turn out in a month, give them the information as regards his site and shipping facilities, and let them have a free hand in the construction and equipment of the mill.

Just recently a manufacturer of an automatic counting device that had been marketed with a great deal of success in other industries where machine tools are used, came to the Lockwood, Greene & Company and asked them to tell him if there was a market for his device in the textile industry. The device he manufactured automatically recorded the number of stoppages in a machine so that the superintendent or manufacturing foreman could tell just how efficiently it had been operated.

Working With the Mills

After a careful investigation, Lockwood, Greene & Company reported that they did not feel there the expense of going after the business. Stoppages of textile machinery were due to a great many causes other than the human element, and mill agents would not invest capital in a device that told them nothing they did not already

Recognizing the trend of the industry to electrification of its plants, the Westinghouse and General Electric Companies have worked very closely with designers of textile machinery in perfecting motors to drive this equipment. In practically every installation there is a different problem to be met, and because these two companies have recognized the importance of the market, they have a whip hand on the power sources within the mills. An engineer who has had long

experience in design and erection of the textile mills said that there was ample opportunity for any other manufacturer of motors or power equipment to come into the field. "All they have to do," he said, "is show us that they understand our problems and will work with us."

The Powers Regulator Company of Chicago has made quite a success in introducing heat regulators to the industry for controlling the temperature of the dye vats. Experienced dyers and finishing plant men contended that these regulators were an unnecessary evil. "We know how long the goods have to stay in the dye and how hot it has to be to make a good job. We don't need a newfangled thing like that to tell us our business.

Practical Tests Best Sales Talk

The sales executives of the Powers Company reached the mill agents, however, and pointed out that the human element in this process was a dangerous one on which to depend. The investment in a regulator was small compared with the possible loss due to a spoiled run. It afforded the superintendent a close check on the process, and made it practically a fool-proof operation. As a result was a market sufficient to warrant they have developed a very substantial business in the textile industry for their product, and their representatives who have studied textile manufacture find a ready entree to the mills.

> When it comes to introducing a mechanical product of any kind to the industry, it is a case of "show me" on the part of the mill agents. Take the experience of the Malcolm H. Smith Company of Boston, when they attempted to introduce a new type of lubricator to the market.

> The problem of oil-drip from the line shafting and machinery has always been a perplexing one for mill executives. The losses due to this drip are enormous. Recognizing this, the Malcolm H. Smith Company perfected an automatic lubricator which they felt would eliminate it. Tests in their own

Overcome the Summer Sales Slump

WAHL PEN



can use these perfect writing companions to promote and stimulate business during the off-season summer months through salesmen's and dealers' contests and window display campaigns.

We have a plan to fit your needs and your business. Just fill in and mail the coupon-the plan is yours for the asking and without obligation to you.

THE WAHL COMPANY

Industrial Sales Department 1800 Roscoe Street CHICAGO

MAIL THIS COUPON

THE WAHL COMPANY, 1800 Roscoe Street, Chicago.	S.M
Without obligation, please send your summer sales plan to fit	me details of our business.
Your Name	***************************************
Firm Name	***************************************
Address	
City and State	

try out the new invention.

Finally Malcolm H. Smith, presone of the large New England mills to make an installation of thirty-two lubricators. The most troublesome piece of line shafting in the mill was selected for the test. A careful check of results was kept and at the end of six months it was found that the cups were still two-thirds full, the oildrip had been eliminated, and not a bit of attention required to assure satisfactory operation.

With these performance facts to back him up, the Malcolm H. Smith Company went after the They approached the business. machinery manufacturers and persuaded them to use their cups, and mill agents were quick to sense the value of a device that eliminated the oil drip.

Study Needs of Industry

In 1919 and 1920, the first mill based on a mechanical conveyor system of inter-plant transportation was erected in New England. Conveyor manufacturers had attempted to interest mill operators in the efficiency of their systems, but had made little headway. When plans for the National Manufacturing Company were drawn up, the engineers designed it around a complete conveyor system. From raw stock to finished product and into the shipping room, the material was to be handled by conveying machinery. The conveyor manufacturers were called in and asked to tell how they would do it. The Lamson Company of Syracuse, New York, was able to give the most information and was awarded the contract. This company has made a notable success of installing such systems in other mills, chiefly because they have made a study of operations, and where necessary, developed special equipment to meet the needs of the mill.

Just a short time ago a manufacturer of steel barrels found a market for his product in textile mills because he suggested that this was the better way to ship the wool grease obtained from the wool as it was scoured and fulled.

laboratory seemed to clinch their When the wool is started in proarguments that it could be done. cess, it is thoroughly washed and But mill executives were loath to passed through various solutions to get the grease from it. The solutions through which it passes ident of the company, prevailed on are then chemically treated so that the grease may be gathered and this grease is shipped to manufacturers of other products. One product made from it is perfume, strange as it may seem, and the barrel manufacturer picked on this one point to invade a market which is proving extremely profitable to him.

> The textile industry is a very large user of soap and oil. Approximately \$15,000,000 worth of soap is used each year. The wool must be scoured, and yarn and cloth washed during the process of manufacture. The American Laundry Machinery Company developed a very large outlet for their centrifugal machinery because of this. The goods is given a thorough washing in specially prepared solutions and placed in these centrifugal dryers where most of the moisture is extracted. Because they have made a special study of the needs of the industry, they have been able to sew the market up quite thoroughly.

Developing the Market

Manufacturers of ventilating machinery found the textile mills a ready market for their products. and particularly those manufacturers of equipment that washed and humidified the air that was forced back into the mill rooms. When the air in one of the spinning rooms becomes too dry, the yarn does not form as accurately. The little cotton threads stand out and in passing through the machines the friction creates a lot of static electricity which is a constant source of danger. If the air is sufficiently humid, this danger is eliminated.

By pointing out how proper ventilation would remove this evil, the manufacturers had little difficulty in convincing the engineers and agents that investment in ventilating equipment would be a wise

For a long time, textile mill executives faced a difficult problem in finding some preparation that would give body to the yarn in the process of manufacture.

Finally a manufacturer of corn starch suggested the treatment of the raw material with starch. It was tried out, and as a result there is scarcely a textile mill in the country that does not use large quantities of starch each year.

Specialization in the needs of the industry is of paramount importance, according to an official of the Rockwell Pulley Company. "We found that the mills in New England used different size pulleys on their shafting from those in the Southern states. Our entire line embraces more than 2,000 sizes of pulleys. To solve the problem we arranged our branch house stocks so that none of the mills in the South need be more than a few hours from a branch house that was sure to have in stock any pulley to be found in the mill. The same idea was carried out in New England."

As a result the sales of the various branches showed an immediate increase, because the mill executives appreciated the fact that we had studied their problems and were equipped to give them what they wanted, when they wanted

Servicing the Industry

One of the large rubber belt in Akron manufacturers trained several sales engineers to go into textile mills and make a study of power transmission. It is their job to browse around in the mill, observe how the belts are hung, and if they see where economies can be effected, to sketch these and submit them in blue print form to the master mechanic with no suggestion that he specify their belt. "It is simply a service we render the industry," said one of their managers. "We do not make a recommendation for a change unless we know it will save money, and when we have rendered that service we feel the sale of our product will come as a natural thing."

Many of the larger mills own and operate entire cities. They control the commissary stores just as the steel and mining companies do. These afford a ready market for practically all types of merchandise to be found in any other general store throughout the country. Textile workers are well paid and buy readily.

And when one speaks of new mills being erected, it is surprising to note that each year an average of 200 mills are completed, and another large group being converted from old style to modern equipment. There are some 10,000 mills in operation at present, and more being added each year.

In selling the industry, M. H. Hallenbeck of the Allen Bradley Company of Milwaukee, Wisconsin, cites their experience and conclusions as to how it can best be done. "It is necessary to consider the mills in two groups: the first. those mills which are already in operation, and being modernized. and the second, the new mills under construction.

Mills Fall in Two Groups

"In the first group, new equipment and the like is usually handled through the master mechanic who, in turn, is responsible to the mill agent or treasurer of the company. The sales are made direct to the mill or through some of the large contractors who make a specialty of textile work. In case the equipment involves other machinery, and this is usually the case when an old mill is being changed over, it is necessary to work with the engineering department of the machinery manufacturer. are responsible for the operation of their machines and the mill agent looks to them for advice on the equipment to use.

"The second group must usually be approached through the machinery manufacturer or the engineers in charge of the construction of the mill. The machinery manufacturer always works with the engineer and architect and attempts to dominate the situation by virtue of the fact that he can control the output of his machines by having individual responsibility. In ninety-nine cases out of one hundred he will sell not only his machine but the accessory equipment that goes with it.

"In a survey of the buying habits of the industry, it is estimated that approximately 85 per cent of all the material, equipment and supplies purchased are specified and approved by executives such as mill agents, superintendents, and managers. The purchasing agents are responsible for about 15 per cent of the expenditures."



The All Year Convention Site

WITH the completion of its special 1500seat convention auditorium, occupying the
ground floor of the new wing of the
French Lick Springs Hotel building, this delightful resort, in the Cumberland foothills of
Southern Indiana, steps into first place among
America's convention sites.

You Get More Accomplished

At French Lick Springs all the participants in your convention activities are housed under one roof—in the magnificent modern hotel building. This means full attendance and prompt disposal of all matters under consideration. It means elimination of taxicab and other expenses. It means more time for amusement and recreation.

Two 18-Hole Golf Courses

Here are two of America's best-liked Here are two of America's best-liked golf courses; one, an easy, older course practically at the hotel doorstep; and the other, the celebrated new Upper Course where Walter Hagen won the 1924 professional championship. Convention delegates can play either course; and, if desired, special championship tournaments will be arranged.

Tennis, Swimming, Horseback

Two well-kept tennis courts. A swimming pool Two well-kept tennis courts. A swimming pool in the bath department where one can go for a refreshing plunge or for any of the many therapeutic bath treatments. A speciel bath department and swimming pool for ladies. A large stable of thoroughbred saddle horses. These are some of the diversions that French Lick Springs provides.

Miles of Alluring Countryside

To the person who is disposed to hike or ride To the person who is disposed to hike or ride horseback for recreation, the miles of winding trails through forest and meadowland make French Lick Springs unforgettable. And while many who come to French Lick Springs do not partake of the curative Spring waters that gush forth from the ground on the hotel property, there are hundreds who find new health and invigoration in the famous Pluto, Bowles and Proserpine Waters.

Tell Us Your Requirements

Write today, stating the time when your convention will be held and the accommodations you will require. We believe we can convince you that the many advantages afforded by French Lick Springs Hotel will make it the most desirable place you could possibly select. And remember this: French Lick Springs Hotel is ideal in every way for the small meeting as well as the large convention. Rooms and meals are included in the rate you pay. Costs are definitely known in advance. Do yourself and your organization the justice of asking for all of the facts about French Lick Springs now.

ADDRESS CONVENTION SECRETARY

FRENCH LICK SPRINGS HOTEL CO. French Lick, Indiana

"The Home of Pluto Water"



EDITORIAL COMMENT



Increase Your Sales Budget Ten Per Cent The bad break in profits during the summer of 1924 made the January directors' meetings glum affairs. Following these

meetings the word went out to cut expenses to the bone. And they were cut. Now that the honorable directors have had a chance to catch their breath, it is hoped that much of this penny wise economy will be stopped, at least so far as the sales department is concerned.

We heard of one company where a very radical program of retrenchment was put into effect January 1. It was hoped to save 10 per cent of the sales cost. Territories were doubled up, branch managers changed, high salaried executives let out and the sales force cut to the core. It looked like a winner on paper. It must have brought a gleam of joy into the eyes of the treasurer. But according to our informant, the sales of this business have fallen off 40 per cent since the program of retrenchment went into effect! Now the management is at its wits end as to which way to turn. The 10 per cent was saved-but it is going to take hundreds of thousands of dollars to put the sales back where they need to be to enable the business to operate profitably.

Every sales director should ask for more money to spend this spring and summer than was appropriated a year ago. We believe conditions warrant such a request. Judging from the best information we can get, and taking into consideration the opinions of others who study business conditions, sales for the months of April, May and June should run from 10 to 15 per cent ahead of last year. In some lines it will be more; in others less. But 10 per cent will be a safe general average for a concern doing a national business. The budget for selling and advertising effort should be tuned into the future and not the past—the concern which does not spend money this spring should not complain if business lags this summer.

When Will the Advertising Saturation Point Be Reached?

The new 1925 issue of the Standard Advertising Register lists 8,000 national adver-

tisers—that is to say, concerns who use publications or outdoor advertising to sell a national market. It, of course, does not include the thousands of concerns who depend on the mails for their advertising effort; neither does it include those industries which don't advertise at all. There are 1,300 new advertisers listed in this year's book, and

six hundred names in the previous issues have been dropped. Either they have stopped advertising or gone out of business.

While these figures are by no means complete, they are to some extent indicative of the growth of national advertising, and the turn-over of advertisers. On the face of the figures it would seem that we are gaining 1,000 new advertisers at the present rate of growth every year. This is probably too high. But the rate of growth is rapid.

Keeping in mind these figures, let us look at the list of "Clients of Members" put out last October by the American Association of Advertising Agencies. A check of the advertisers listed in this book shows that 5,000 advertisers are clients of members of the A. A. A. A. This one group is claimed by the A. A. A. A. to have spent \$300,000,000 for advertising during 1924, and that this amount was greater by 20 per cent than the amount the same group spent in 1923.

Combining these figures it would appear that national advertising is increasing at the rate of 20 per cent a year, measured in dollars, and 10 per cent measured in advertisers. How long it will continue to increase at this rate nobody knows. But one thing is very certain—present advertisers would not be increasing the amounts they spend for advertising every year, and new advertisers would not be coming into the national media twice as fast as they drop out, if IT DID NOT PAY. The saturation point will be reached when it no longer pays to advertise.

The Summer Slump and This Year's Sales

It is not too early to make your plans for a sales drive this

summer. Spring passes quickly, and then the first thing you know the dog days are upon us with the call of the golf links, the baseball diamond and the friendly office fan. This year in particular, sales executives should prepare a definite program to keep their salesmen and their dealers up on their toes every day of June, July and August. If possible work out some merchandising plan, or special sales campaign, which you can release just as that desire to "take it easy" begins to steal over the sales force. Put on a sales contest, and put up a real, honest-to-goodness prize-a Chrysler Roadster, for example. What is \$1,600 if you can increase your sales 10 per cent? Lay out a series of weekly letters which will put new life into tired feet, and stimulate that "to hell with the weather" spirit which spells more warm weather orders.

A Campaign Built Around Sampling

(Continued from page 599)

pieces of candy will be given away.

At present four crews are working out of Minneapolis, two out of Philadelphia, and one on the west coast, besides the crew in Chicago. In the smaller cities where it is impossible to contract for window displays, a window trimmer is added to the crew of samplers. By summer there will be twelve crews in operation, covering the entire country.

This winter while the weather was too cold for the girls in their bare-kneed costumes to work in the North, the entire South was worked as far as Texas. Valuable newspaper publicity was secured in practically every city worked by the crew. The crews often perform at conventions and dinners while working a town.

Sampling Packed with Advertising

While sampling is the most sensational part of the Collins campaign it is, nevertheless, just one cog in the marketing wheel used by the company. Newspaper advertising, poster displays, both twenty-four sheet, and three-sheet posters, car cards and window displays are used in various cities during and after the campaign.

Back of the campaign is a carefully thought out plan for making Collins Honey Scotch a permanent, all year round seller, for which there is a consistent and steady demand.

As everybody knows, one of the besetting sins of the candy business is the number of new items and novelties which are constantly being introduced, only to blossom quickly and fade in a short time. The Collins idea is to make a permanent seller and to build a reputation around one brand.

Many jobbers have given standing orders, so that they can turn their stocks twenty-six times a year. In order to make this possible, the company has established warehouses at various strategic points over the country, so that jobbers can always obtain quick shipments.

Made The Better Pencil

A New

to

Your Name Here

A constant reminder, the best ad you can have!

WHATEVER your other advertising plans, at least find out about this new way to build good will with those you now do business with—new customers and old—with prospects.

Here is an "ad" that gets to the man you want to know about you—the man who influences business—and every time he sees it he thinks of you. It's the most concentrated form of selling possible.

Autopoint—1925—is this new way. It is the world's finest mechanical pencil. Thousands tell us this—business men, retailers, wholesalers, bankers and manufacturers. They have used Autopoint to advertise. Their results have exceeded all expectations.

Your customers get this beautifully balanced, mechanically perfect, featherweight pencil. Your name is stamped on it. It becomes a constant companion to him. He keeps it with him always. And every time he writes with it he gets a genuine thrill—and you get the benefit of his satisfaction.

Autopoint is fine enough to represent your business. In its line, it is the best that men know today in

Way advertise that builds business

pencil making. It cannot jam or break, or go wrong. It is featherlight, made of Bakelite, and balances perfectly. The thousands who use it today call it "the finest pencil in the world."

Today find out more about Autopoint. Mail us the coupon for prices, descriptions of various qualities and styles. You owe it to yourself at least to learn of its new sales-possibilities. There is no obligation. We won't send a salesman if you prefer.

But mail that coupon now—TODAY.

Autopoint's 3 Outstanding Exclusive Features

- The famous "neutral zone"—an exclusive patent. When the lead is exhausted, the feeding mechanism goes into neutral—it cannot "jam."
- 2 Bakelite barrel—an unchanging, onyx-like lightweight material—cannot dent, split or tarnish. Most beautiful substance used for pencils.
- 3 Simplest, smoothest working mechanism. Nothing complicated to go wrong—2 moving parts.

let go of

DIRECT-MAIL SELLING is an important part of sales. management. If you are doing it you need The MAILBAG. If you are not you need it even more. A lively, practical, authoritative monthly, giving facts, figures, charts, illustrations, ideas, suggestions, criticism on all phases of directmail advertising. Ninth year —the authority in its field.

The MAILBAG PUB. CO. 622 Caxton Bldg. Cleveland

-- CLIP THIS COUPON NOW----The MAILBAG Pub. Co. 622 Caxton Bldg. Cleveland, Ohio.

Send me The MAILBAG for a year.
I enclose \$1. Send bill.

Address

City.



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully

engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company
Established 1857
S. Wabash Ave. CHICAGO 705 Peoples Gas Bidg. 1102 S. Wabash Ave.

Useless Stuff in Letters

(Continued from page 598)

like difficulty in the future.

"In the future" is superfluous. Whatever happens tomorrow or next week is in the future.

We assure you that great care will be happen again.

Great care will be taken to prevent a recurrence of anything sim-

We believe you do us quite an injustice, Mr. Weber.

The sentence quoted appeared recently as the introduction to a letter. Never mind about finding fault with the hasty remarks of a according to the way you shine customer. Adjust his trouble quickly in the best and quickest way possible, and let him see in your adjustment a reflection of the fact that you devote your whole time to the worth while job of doing nice things for other people.

A customer recently asked for a Grocery Catalog, another for samples of suits and overcoats and still another if Chiffonier 645 had been discontinued.

All three of these inquiries were in the midst of other matter in three letters and for that reason more than any other they were overlooked. Comparatively few customers will ever write the way you would like to have them and comparatively few will ever worry about the logic of their arguments or the location of their requests. So let's take people as we find them and keep our eyes wide open all the time for the appearance of important things in unusual places.

A St. Louis customer who ordered a Music Cabinet was not able to pay the freight when it arrived. It was left at the freight station and finally the railroad company sold it for freight and storage charges which had accumulated.

The chances are ten to one that you did not get busy in the right way at the right time. It might have been good business in this case to have sent customer enough money to pay the freight, and put it up to him to reimburse you when he was in better shape. Assuming for the sake of argument that you did fall down, you should now get all the facts. After that the papers should be referred to some one in authority to determine whether or not you

Extra care will be taken to avoid a have any responsibility towards customer's loss. I can imagine a series of circumstances so favorable to a customer as to make it profitable to send a brand new cabinet, even though you have to lose taken so that a similar occurrence will not the value of the original. You don't have many of these very unusual cases, but when they show up you must have vision enough to see that delay, or ignorance, or negligence or perhaps timidity on the part of a customer should not keep you from distinguishing yourself in an hour of emergency. Other people get your measure when everything is out of the ordinary.

Have you any Plush Coats for chil-

The correspondent who answered this inquiry merely said that all children's coats were shown on page 52 of latest catalog, a copy of which had been sent. All this advice was good in itself, but you will observe it was not a direct answer to customer's question, and as such it was incomplete and more or less discourte-

A customer who is interested in Plush Coats deserves to know first of all if you have any such thing to offer. If so, you should tell him where in your catalog he can find your offers. You should also tell him just enough about your plush coats to create a desire on his part to own one. In addition, you should quote prices and try to inspire quick action on the dotted line. In case you haven't any plush coats you should so inform customer, and at the same time send a catalog and direct his attention to your other offers, with which he may not have been familiar when he sent his inquiry.

No answer to an inquiry can be termed complete unless it gives the customer the information he wants and is also actuated by a determination to get the order.

If, however, there is any part of this explanation with which you do not agree return our letter and point it out to us.

Such expressions indicate a lack of confidence in your own sayings. The thing for you to do when you

start to dictate is to have all of your facts well marshaled before you get under way. If after that you aim to make a clear and logical presentation of the case you will invariably produce what the customer will understand and what will inspire his confidence. In any event, do not form the habit of attaching anything to a letter which may have a tendency to destroy its force.

Enclosed herewith.

Cut out "herewith" as it means the same as enclosed.

At the present time.

Cut out "the" and "time" and you have the same thought.

Enclosed please find.

"Enclosed find" is enough.

We have investigated our books and find.

Of course you have investigated your books or else you could not reach an accurate conclusion.

Would advise that we have taken this up with our custonier.

We have taken this up with our customer.

With this Watch you also returned a Pen 310 but you do not advise us what adjustment you desire us to make with regard to the Pen, but we are sending you another Pen in exchange which we trust will be satisfactory in every way, thus adjusting this matter, enabling us to close the transaction.

With this Watch you also returned a Pen 310 but as you did not advise us what adjustment you desired, we are sending you another Pen which we trust will be satisfactory.

May we hear from you as to what action you desire to take in the matter to enable us to close this transaction which has been open on our books for more than thirty days?

Please tell us what action you desire us to take to close this transaction which has been open for more than thirty days.

We are glad to know that you are having the Postmaster trace the Sweater as we have not received it up to the present time.

We are glad to learn that you are having the Postmaster trace the Sweater as we have not received it.

(Continued in May 2 Sales Management)

Extension Dagazine

congratulates the

AMERICAN ASSOCIATION of ADVERTISING AGENCIES

for the initiation of their great investigation relative to a qualitative analysis of magazine circulation, which is now being made by their Department of Research, under the supervision of Mr. Daniel Starch, the first phase of which will be completed this year.

We offer our sincere co-operation

ELLWOOD TANSEY

Advertising Manager

General Offices, 180 N. Wabash Ave. Chicago, Illinois "It is hardly necessary for me to say that

Standard Rate and Data Service

is indispensable in agency procedure. Looking back years ago to the time when we consulted rate cards and transcribed short-hand interrogations concerning publications and their trade territory, and comparing that method to your splendid service, it simply marks the wonderful progress that has been made. Everyone here is delighted with the business relationship that exists with you."

C. J. Egan Fisher-Brown Advertising Agency St. Louis



STANDARD RATE & DATA SERVICE

536 Lake Shore Drive CHICAGO

New York

San Francisco

Do Quantity Discounts Pay?

(Continued from page 602)

per pound on small orders because of the shrinkage, where, in getting an order for 100 pounds we are able to give our customer the exact weight and give him a quantity price of ½c per pound less because we feel it is only fair to do so.

A quantity discount plan gives customers something to work for. All retailers are in business for a profit, and it is natural for them to push the sale of an article that will bring the biggest return for the money invested.

The merchant must remember that the more he helps the retailer through advertising, the easier it will be for the retailer to sell his product. If he is not advertising, he would be much better off to take the money it would cost him in allowing this rebate and spend it on advertising.

By W. C. PRATT

Hunt-Helm-Ferris & Company, Minneapolis, Minnesota

Quantity discounts in some lines of business are used with decided advantage, and we have a very good example in our own business. Some of the lines we manufacture cannot be increased by using a quantity discount, while we find we can market some other items very satisfactorily by using a sliding scale of quantity discounts according to the type of buyer.

We have found at certain times certain classes of businesses which might be relegated between the large wholesale jobber and the small retail merchant. In fact, there may be two or three separate and distinct specifications between these two names. For this reason, we find that in several of our lines, i. e., coaster wagons, door hangers and garage equipment, that it is most satisfactory to maintain a schedule of quantity discounts for the businesses with the larger buying power. In other words, where we maintain a rigid differential between the retail buyer and the large wholesale jobber, we also think some distinction must be made with the large department store and large

per pound on small orders because combination of a retail and wholeof the shrinkage, where, in getting sale business in its immediate vican order for 100 pounds we are inity.

It is situations of this kind that we must satisfactorily cope with such a scale of discounts, but as before mentioned, we honestly believe that each individual proposition requires a separate analysis in order to successfully determine whether or not quantity discounts are desirable.

By F. H. PEPPER

Sales Manager, The Herpicide Company, Detroit, Michigan

Our jobbers' price list, the list that represents the foundation of our business, is constructed on a sliding scale on the theory or principle that those who purchase large quantities are entitled to better discounts and terms than those who purchase smaller quantities.

It is a price list that is recognized by the trade as equitable, and after experimenting with a rebate system, we feel that a price list, based upon a sliding scale, is the proper solution of the problem of discount, terms, etc.

The writer might state that he has been a student of merchandising and marketing conditions for some time, and with an old established product for which there is a steady consistent demand, a price list embracing a sliding scale where the maximum quantity is not in excess of reasonable requirements, makes a stronger appeal to the trade generally than a rebate system.

On the other hand, if a manufacturer is introducing a comparatively new product and there is some hesitancy on the part of the trade in purchasing liberal quantities, a rebate system might be advisable or necessary to secure proper distribution and continued cooperation in its sale.

By D. E. McCABE

Manager, International Heater Company, Utica, New York

We have a sales plan that applies to furnaces allowing differential for quantity ordered.

large department store and large Years ago there was such a rag individual hardware store, being a time market that we decided that

quantity differentials would be the way to sell our furnaces. We found that it stabilized matters, so the quantity differential is used and published. Anyone buying furnaces knows that in case he buys six in one lot he gets the differential; if he buys ten in one lot he gets an additional differential, and if he buys a carload and has it shipped at one time, he gets still another differential, in other words, a quantity discount.

After he has established his buying price that continues good for the season even though he orders one furnace at a time after he has

purchased a quantity.

Should he buy six furnaces in one shipment early in the year and later finds that he can buy a carload, his price is then changed to the carload price and after he has purchased a carload, single shipment goes to him at the carload price for that year.

Commencing with the first of the following year, he again establishes his own price by the quan-

tity that he purchases.

By FRANK S. GATES

Vice President, Tyler & Simpson Co., Ardmore, Oklahoma

We are inclined to the opinion that the special bonus or additional compensation for increased purchases is a very good plan, provided it does not lead to the overbuying or over-stocking by either the retail or wholesale merchant.

Any plan in our opinion that results in the over-stocking of any class of merchandise is economically bad. On the other hand, a well defined plan of increasing the compensation to the jobber or to the retail merchant for increased interest in the sale of any product, in our opinion is fundamentally correct and sound.

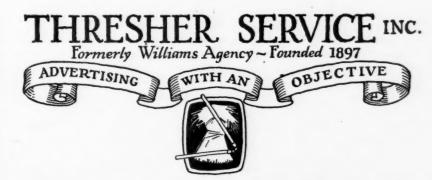
An advertising campaign to acquaint dealers with the advantages of selling union-made goods as against prison made goods, will soon be launched by the Union Made Garment Manufacturers' Association and the United Garment Workers of America. A general campaign against prison-made clothing is being waged all over the country to induce local jobbers and retailers not to handle prisonmade goods.

Mother~ And Modern Business

by George H. Sheldon of Thresher Service

THE world's greatest buyer, the world's keenest shopper, the best friend a maker of truevalue goods ever had, is Mother. If Mother is your market, we can make specific helpful suggestions. It has been our privilege to sell her many things that have made her happy and our customers busy. We know why she buys, when she buys, and most important, how she buys. Persuading Mothertopurchase is a big part of our business.

May we talk to her for you?



136 Liberty Street, New York City Telephone · Rector 7880 ~ Cable · Flailad

"How to Sell Quality"

DESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buver want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

Typical Chapters

How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when prop-

Making the Buyer Want Quality Tells how good salesmen create desire for quality products.

Creating a Quality Atmosphere Illustrates the value of comparisons to force price into the background.

Getting the Full Price Explains how the price dwindles when quality is sufficiently understood.

Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

Keeping the Old Customer Sold on Quality

Making customers see the profit in re-peat orders for quality goods; the loss of patronage that comes with price-cutting,

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.

The Dartnell Corporation

1801 Leland Ave. CHICAGO

19 W. 44th St. **NEW YORK**

Cheltenham Bold on Agency Commissions

(Continued from page 610)

but he buys them as an independ- whole a reasonable method of ent contractor and not as a representative of the advertiser. He does not buy them on the advertiser's credit, nor pay for them out of the advertiser's funds, and the advertiser cannot be held liable if the agent does not pay for them

Instead of being a purchasing agent, the advertising agent is in fact an independent contractor who agrees to furnish all the necessary materials and service to do a certain job, for which he is to be paid a percentage on the gross cost of the materials used. What difference does it make (outside the realm of pure idealism) whether the agent buys the materials at net cost and bills the advertiser for the gross amount, or bills the advertiser net and asks him to send a separate check for the difference?

In either case it is the advertiser who actually pays the agent his commission; not the publisher, the printer or the engraver. As a matter of fact, many agents handle the matter in both ways-billing the advertiser for publication space at card-rates, and for art work, typesetting, engravings, etc., at net cost plus the commission.

Why All the Shootin'?

It is my sincere belief that if those who work themselves into a lather over this subject could connect themselves with a good agency for a month or two, they would make some discoveries that would change their views mater-

As for what I "really think" of the commission system, I am, of course, prejudiced, or at least it will be assumed that I am. I am very far from thinking that it is the "admiration and the despair of the other commercial nations of the world," as one of our advertising journals declared the other day. I don't imagine that it has been responsible for the development of mass production, or the improvement in the standard of living, or the decline in the death rate, or the winning of the late

On the other hand, I am certain that it is a convenient and on the

compensation, and I know that it has been extremely useful in developing advertising to its present state of efficiency. It isn't an ideal system, without doubt, but for my part I never heard of a system of compensation that was ideal.

To adopt a fee system in its place would undoubtedly save some money for the larger advertisers, but it would at the same time increase the cost of advertising for the great majority, and would probably lead many to discontinue advertising entirely. And finally, I cannot see that there is any moral question involved in it at all, so long as the advertiser clearly understands the condi-

More Rigid Recognition Needed

What I would like to see, in the interests of the advertiser, would be a tightening up of the commission system, rather than a relaxation or abandonment of it. I would like to see the various associations of publishers raise the standards of agency recognition, and apply those standards so rigorously that it would become impossible for certain types of agents to collect any commissions at all.

I would like to see the title, "Advertising Agency" mean something more than the possession of some vague and cloudy theories about advertising, plus the ability to put up a glib and highly plausible line of selling talk. I would like to see agency recognition mean something more than the possession of a few good accounts, and the financial ability to take the cash discount on a month's turn-

In short, it is my honest opinion that the average advertiser (by which I mean the small to medium sized concern to whom the waste of a few thousand dollars is a serious matter) is likely to be a good deal better off under the commission system than he ever would be under a fee system. He can get a grade of service that he could not afford to buy otherwise, and he is not quite so likely to be led off into the wilderness behind some miracle man.

An Imaginary Account Solicitation

(Continued from page 614)

a booklet of special interest to grandparents, the purpose of which will be to tie them up in the campaign. The title of this booklet will be "If I had Only Known." For the cover our artist will sketch a tired grandmother watching a young boy throw a croquet ball through a window.

The copy will follow this style:

In the future there is no good reason why old age should not be blessed with loving, happy children, and quiet, wellbehaved grandchildren.

All that is required are forethought and investigation. Surely this is not much to ask, considering the importance of the matter.

You will soon be through with this world, but while you still have your voice don't you think it is your duty to speak out, and do what you can to improve the next generation of your family? Talk to the young people. Tell them the history of Goliath, the rat reared by Doctor Helen D. King. Goliath, by the way, was born in the sixth generation and was the largest and finest albino rat ever before recorded in the world. Now Dr. King has reared another rat, No. 3094, of the thirty-fifth generation, and this latest rat is finer, more perfect, and more vigorous and weighs more than his ancestor twenty-nine generations back. How proud his greatgreat-grandparents must be!

An itemized schedule of the budget for this campaign will be presented to you by our President, in person, at which time your signature will be requested. This will authorize us to purchase the space and material required for this campaign. All illustrations and copy will be approved by you before they appear in your advertising. If the plan which we have outlined is satisfactory, we will be pleased to put it into effect according to your wishes.

Respectfully submitted, TWENTIETH CENTURY ADVERTISING AGENCY, INC.

By

President, Service Manager.

JKS/LET

The Fort Smith Garment Company has changed the name of the firm to the Flyer Garment Company to conform to the trade name of the product.

Hold Off

making plans for stimulating your salesmen during the hot weather until you have received

Joe West's Summer Sales Cracker

DARTNELL-1801 Leland Avenue, Chicago

We are interested in your plan to keep salesmen on their toes during July and August, so tell Joe West to send us his Sales Cracker.

Individual

Company

Address

Nothing is DEAR that increases PRODUCTION and INCOME.



NOTHING IS CHEAP THAT PRODUCES FAILURE

RATHBUN GRANT HELLER CO. 725 So. WELLS ST. CHICAGO



PRODUCERS OF BUSINESS BUILDING PRINTING

TELEPHONES - HARRISON 6848-6849-6850-6851

earborn St., North of Division CHICAGO

HOTEL Claridge marks a new order of things among Chicago hotels. The Claridge is new and uniquely equipped. In the hotel are such features as:

> Swimming Pool Gymnasium Handball Courts Indoor Golf Net

Notably moderate

Hotel Claridge has 300 fine, bright, cheery rooms, nearly all with both tub and shower. Rates are from \$2.50 to \$5 for one person -correspondingly moderate for two, with special weekly rates that are unequalled.

Under the personal management of H E Rice and Son who also operate the Hotel Pershing in Chicago's famous Woodlawn district.

In going to, or coming from Atlantic City, stay at the

Hotel Adelphia

In Philadelphia

Chestnut at 13th Street



At the Heart of Things

400 Splendid Rooms and Baths at Moderate Rates

High Class Service-Delicious Food -Luxurious Appointments -Reasonable Prices

DAVID B. PROVAN Managing Director

My Most Important Sale

picture as a basis, I planned a sell- for example, who had successfully ing campaign that probably would have taken me a month if I had had that length of time instead of only two hours-but I think I put into it every vital factor that has ever been put into it.

At any rate, Messrs. Oakford and Fahnestock could not resist my vision when I was finally ushered into their presence, and they gave me my choice between an unconditional order for six tons by Illinois River boat, or a shipment of twenty-five tons if I could wait over until Saturday and talk to their salesmen. I took the six ton order, because I was too enthusiastic over the new possibilities to wait over a single day, and I felt certain that the car-load would come through anyway. As a matter of fact, the 25-ton order reached St. Louis before I did.

Selling Our Own Salesmen

That was the most important sale I ever made, and perhaps the most important the company had ever made, up to that time, because it opened up an entirely new channel of distribution that apparently nobody had ever considered before. It was the logical channel, too, when you stop to think about it: an army of jobbers' salesmen carrying the feed out to where the chickens really were, instead of expecting the farmer to drive all the way in to the feed store or the hardware store for it. Purina Poultry Feed wasn't the biggest item in the business then, by a long way, but before I finished the circuit of the jobbing towns in southern Illinois I began to see where it would assume its share of the overhead, and gradually pull us out of debt. All of which it did-and then some!

But as frequently happens, some of the people who were most difficult to convince that poultry feed could be sold to grocery jobbers, were our own salesmen. I had very little difficulty in selling my vision to the jobbers in the field, but it was a different matter to make some of our men see it. We had a man in the eastern territory,

been selling some of our other lines to a representative list of wholesale grocers for several years. He was sending in regular business from them right along, which I never pretended that I would be able to do, but he could not catch this vision, and could not sell a bag of poultry feed.

After furnishing him with all the facts I could think of based on my own experience and keeping on his neck for two months without results, I wired him one Saturday that I would start selling in Reading, Pennsylvania, the following Tuesday morning. I would make jobbing towns-Reading, Lancaster, Bethlehem and Allentown-and would meet him at The Walton Hotel in Philadelphia at 8 o'clock in the evening. If I didn't have two signed carload orders from two jobbers, I would pay for our dinner. Otherwise he would be expected to pay for it.

It was a strenuous day's selling. but I arrived in Philadelphia with four carload orders, one from each town. Later I sold a carload right under this good salesman's nose in Philadelphia, another in Trenton, a third in New York, and a jump to Buffalo landed one more. He was a good deal better salesman than I was. But I could see the picture of all those hungry chickens out in the bushes-not on Fifth Avenue or Main Street-and he couldn't!

Then Our Competitors Awoke

As a matter of fact, we had the grocery field to ourselves, so far as chicken feed was concerned, for about a year. Then our biggest competitor (the same mill that had lost my feed-store business years before because of irregular mixing) discovered the grass that had been growing under their feet, and started trying to catch up. But they never did.

And that is the story of my most "important" sale. It wasn't by any means my toughest sale, however. But that, as Kipling says, is another story.

HubbsTellsAd-Men More Facts Are Needed

Addressing the Advertising Council of the Chicago Association of Commerce at its weekly meeting, Thursday, April 9, George C. Hubbs, general sales manager of the Ajax Motors Company, of Racine, Wisconsin, deplored the lack in scientific information which is available for the guidance of new advertisers.

"Look upon me as a prospective advertiser," Mr. Hubbs said, "Suppose I have \$250,000 to spend. I doubt if there is a man present who would venture the statement that any two advertising men would advise the expenditure of this money in the same way. Prejudices would play a big part in the advice I would receive, I'm afraid.

"Suppose I decide to invest \$91,-000 in thirteen pages in a well known weekly magazine; that is, I decide to invest the money in the equivalent of thirteen pages. Who could tell me whether it would be best to spend the money for thirteen full pages, twenty-six half pages, or fifty-two quarter pages? And who could tell me whether it would be best to buy a full showing on posters for three months, a half showing for six months, or a quarter showing for months?"

Mr. Hubbs declared that advertising men were far behind engineers in the matter of scientific methods and a definite basis for procedure. He predicted that in five to ten years there would be a big national clearing house for the exchange of facts and information regarding the best methods of advertising, the preparation of copy for different media, and the solution of other problems which face every advertiser. He predicted that there would be more experimenting, and that advertisers and agencies would be more willing to exchange experiences and information.

Mr. Hubbs was formerly assistant sales manager of Dodge Brothers, and is now in charge of marketing the New Ajax car.

send for new 1925 catalog-free

Sales Convention **Novelties**

Banquets Stag Smokers Contests Dances **Delegations**



Complete assortments—reasonable prices -quick service

Paper Hats Pennants Shields Banners **Emblems** Flags Badges Buttons

Balloons Address Books Match Boxes **Key Chains** Tape Measures Ash Travs **Book Marks**

Masquerade Suits Thermometers Calendars Cigarette Cases Card Cases Bill Folds Cuff Links Paper Garlands Stunts and Stunt Books

THE RUSSELL-HAMPTON CO., Inc.

39 W. Adams St., Chicago Vinton Bldg., Portland, Ore.

Capital-A MILLION FRIENDS

Are Your Salesmen Getting the Dartnell News Bulletins?

Whether or not to get out a house organ is a problem that is confronting many sales managers just at this time of year.

The Dartnell "Selling News" is 'serving several thousand concerns in lieu of a house organ. It provides a way of prodding salesmen every week, and doing it tactfully, impersonally and effectively. It is strictly a news bulletin of accomplishments by salesmen, keeping you informed what other salesmen are doing and provides space for your own supplementary message at the same time.

It brings fresh material each week to the desk of the overworked sales manager in such form that it is ready for immediate distribution, with or without comment. Get prices on quantities, for your entire sales force.

THE DARTNELL CORPORATION

1801 Leland Ave., Chicago

19 West 44th St., New York

Will Money in the Bank Help Salesmen Sell?

Who makes the best salesmanthe improvident, irresponsible fellow with "home worries"-or the man with money in the bank?

Thrifty, independent salesmen seldom "flirt" with sidelines. The salesman who feels "safe" financially is not taking long chances on going into business for himself.

What a Salesman Should Know About Finance

By J. C. Aspley

is a commonsense, coat-pocket-size book on thrift for salesmen. It points out the advantages of saving money in an entirely new way. Makes salesmen content with their jobs and shows them that their best bet is to make and save money where they are. It also opens a salesman's eyes to the importance of conserving the company's money as well as his own.

\$1.10 on Approval The Dartnell Corporation 1801 Leland Avenue Chicago

STICKERS - LABELS



gummed special design stickers, labels and embossed seals in any quantity. We carry a complete line of standard stock stickers and can render prompt delivery. Send for catalogue.

ST. LOUIS STICKER COMPANY

St. Loui 1627 S. M. Washington Avenue



There's a definite way to make Toyco Promotion Balloons in-creasesales. Askus to tell you how. Business Idea Dep't.

The TOYCRAFT RUBBER CO.





Farm Cooperatives Turn to Chain Stores for Distribution

(Continued from page 601)

ing lists, the Post Office Department will caution postmasters that they must not adopt the practice of charging the full hourly rate for a fraction of an hour's work. Also, the postmaster at the office of revision is to sign each corrected list in testimony that he has supervised and assumes responsibility for what has been done in supplying missing initials, street and box numbers, striking off dead names, and indicating heads of households where two or more names are listed at one address. The increased rate for mailing list corrections is 65 cents an hour at first and second class postoffices, where the work is done by substitute and auxiliary postal clerks, and not more than 65 cents an hour at third and fourth class offices where the work is, presumably, done by the postmasters.

With a prospect of having \$35,000 to spend this coming fiscal year, over and above its \$50,000 expense account of the current year, the United States Bureau of Domestic Commerce has moved into larger quarters at the Commerce Building in Washington. The series of three information bulletins on problems of salesmen has been completed, but only one number, that on "Planning Salesmen's Territories" has come from the press and is available for free distribution. In connection with the preparation of this bulletin, the division had opportunity to obtain evidence of how extensive has become the practice, in large sales organizations, of preparing sales maps for the use of members of these respective organizations.

President Suspender Company has just given an interesting exemplification of how a sales interest may fence off an oversight market. By a showing of marketing practice it was enabled to convince the United States Court of Appeals at Washington that it has a right to monopoly in the use of

charge for correcting private mail- its trade name or trade-mark for nearby lines. All this has come about as the outcome of a legal contest between President Suspender Company and Oppenheim, Oberndorf & Company. The suspender people objected to the use of the brand "President" by another house, even though the goods were not suspenders but men's underwear and shirts. They were able to convince the court that they should be protected in a wide sphere of sales influence by demonstrating that suspenders, shirts, underwear, etc., are all alike embraced within the class of goods known as men's furnishings, are associated together in popular understanding, and are vended to ultimate consumers by the same clerks.

> Sales executives have an interest all their own in the aspiration of Herbert Hoover, which has made him quite willing to take over the general management of the United States Patent Office. The Secretary of Commerce would like to see American industry hang out the sign: "United States, Manufacturer To The World At Large; No Branches"-meaning that he would like to see every American manufacturer in a position to do all his manufacturing in the United States and distribute from here to the outlets overseas. This centralization of production is at present impossible because a number of countries have clauses in their patent laws which have the effect of compelling United States sponsors of patented inventions to manufacture in these respective countries or forfeit all protection. Secretary Hoover has a plan either to bring about the abolishment of this compulsion through an agreement to be negotiated at an international convention at The Hague in the autumn, or, failing that, to have written into our laws requirements that will say, tit for tat, by compelling owners of foreign inventions to manufacture in the United States for the American market.



Promotional matter from the Pacific Northwest comes almost every time the postman drops in, with the cheerful Miss Spokane inviting us to marvel again at the apples and lumber and wheat and wool which her chosen country produces in such munificent quantities. The 1925 edition of "Market Facts About the Spokane Country" is a good example of the type of advertising being done by the Review-Chronicle National Advertising Bureau-full of bountiful crop pictures, apple orchards, and lumber yards, and spilling over with distribution statistics. Ask Mr. Tom Turner for a copy, and see if you don't find the booklet a cordial invitation to "Go West and Advertise!"

The outdoor advertising men talk a lingo all their own, and if you want to be an intelligent student or user of outdoor media, you'll want to understand the principal trade terms. Walker & Company of Detroit have issued an "Outdoor Advertising Dictionary," which explains "showings" and "high spots" and "electric spectaculars" in terms the layman can understand. A request will bring a copy to sales executives who are interested.

Since so many sales managers have begun to cast covetous eyes at the "totals expended" by American industries in one year, the industrial press has started, in aggressive fashion, to encourage pressure on industrial markets. "Selling the Architect" comes from the F. W. Dodge Corporation office, in New York City, containing some very concrete and sound advice on winning this important person's O. K. Included in the book is a mighty good discussion of advertising copy that strikes twelve with the architects. If your product is in any manner concerned with building, ask your secretary to send for a copy. The address is 119 West 40th Street, New York City.

While balmy spring weather is not exactly conducive to the most intelligent consideration of graphs and charts and figgers, figgers, more figgers, you might as well build up your industrial market file toward the day when you will feel a more urgent need for industrial data of the solid sort. "Impressive Facts About the Gas Industry" has just been issued by the Robbins Publishing Company, 52 Vanderbilt Avenue, New York City, and they'll send you a copy without charge.

The bewildered sales executive who finds himself tongue-tied when it comes to expressing his idea of the kind of paper he wants for his summer dealer booklet or his direct mail campaign, will welcome some of the educational material which is

being put out by the service departments of various paper companies. A practical and usable book has been sent in by the American Writing Paper Company, "The Correct Use of Bond Papers," accompanied by a portfolio of the papers with a specification chart for their use. Drop a note to the company at Holyoke, Massachusetts, and they will gladly mail you a copy.

To show you that the Northwest has pulled out of its recent slump and that good business may be expected from that section during this year, The Farmer has gathered for your perusal, the opinions of forty-two business men who are in close contact with both consumers and dealers in this territory. "Business that is Coming in 1925 from Minnesota and the Dakotas" is the name of the collection, and it is as convincing a series of exhibits as we've seen. It includes statements from International Harvester, Chevrolet, Delco-Light, Ajax Rubber, and others. Ask Mr. Horace Klein of the Webb Publishing Company, St. Paul, for a copy.

"Methods of Compensating Salesmen" is the title of a pamphlet prepared by the Policyholders' Service Bureau of the Metropolitan Life Insurance Company. It describes various systems, together with their advantages and disadvantages, with comment on a number of successful compensation plans now in operation in the sales departments of representative companies. Write to R. W. Sparks, in care of the company at 1 Madison Avenue, New York City.

A neat bit of promotion comes from the Ruthrauff & Ryan Advertising Agency, 136 West 31st Street, New York City, called "The Biggest Thing in Advertising." It's designed to sell the necessity for tested copy in advertising, and its arguments are illumined with some concrete examples of the results of copy tests. Send your request either to the New York office, or to the one in Chicago at 225 North Michigan Avenue.

There is a rather general complaint that there is too much hocus-pocus and bombast in advertising. Therefore, we got quite a thrill from a little book published by the Quality Group called, "An Advertising Primer." It gets down to bed-rock and shows what advertising can be expected to do and what it cannot do. It lays particular emphasis on the use of advertising as a sales tool. Mr. Carroll B. Merritt, chairman of the publicity committee, Quality Group, Charles Scribner's Sons, New York City, will send copies to Sales Management readers as long as the supply lasts.



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company 611 Caxton Building :: Cleveland, Ohio

Bring Your Sales Problems To Us

JOSEPH EWING

36 West 44th Street NEW YORK

PHONE . . VANDERBILT . . 0508

WANTED Assistant Sales Manager

by well established mid-west candy manufacturer of nationally distributed bar goods. Must have experience and sufficient executive ability to supervise road men, brokers, etc. Ample opportunity for prompt advancement after results are shown. State previous experience, all details first letter. Correspondence held strictly confidential. Applications by letter only. Address

MILK NUT ROLL care W. G. Wendt, 10th Floor 223 W. Jackson Blvd. Chicago, Ill.



Sales Managers!

Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.

We specialize in convention cartoons. Send for proof sheets

We Draw Cartoons to Order

Business Cartoon Service

DIRECT EVIDENCE INCREASES SALES

If your salesmen could show skeptical prospects the cestimonial letters and orders which you receive from satisfied customers, it would remove do bt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use. Write for samples and prices.

AJAX PHOTO PRINT CO., 35 West Adams Street, Chicago



"Do You Need Dresses This Morning?

The Stern-Slegman-Prins Company, wholesale distributors of coats and dresses, Kansas City, Missouri, have adopted two new service methods designed to assist the retail trade of the territory in the quick turnover of a large volume of ready-to-wear.

The new methods are selling ready-to-wear from trucks carrying stocks for immediate store delivery, and providing advertising copy helps for customers. The practice of using trucks to cover territory was inaugurated last November as an experiment, and has now been established as a definite part of the selling plan.

The advantage lies in the fact that the small town merchant can be given instant service on deliv-

Statement of Ownership

of Sales Management, published monthly at Chicago, Illinois, for April 1, 1925.
State of Illinois, County of Cook—ss.
Before me, a notary public, in and for the state and courty aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of Sales Management, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 443, Postal Laws and Regulations.

1. That the names and addresses of the publisher, editor, managing editor and business managers are:
Publisher—The Dartnell Corporation, 1801 Leland Ave., Chicago.

Editor—John Cameron Aspley, 1801 Leland Ave., Chicago.
Managing Editor—Eugene Whitmore, 1801 Leland Ave., Chicago.
Business Managers—The Directors of The Dartnell Corporation.
2. That the owners are The Dartnell Corporation, a stock company organized and in-

Leland Ave., Chicago.

Business Managers—The Directors of The Dartnell Corporation.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporation, a stock company organized and incorporation, a stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Aspley, Chicago; J. T. Kemp, Chicago; P. S. Salisbury, New York City; P. R. Means, Chicago; H. G. Trine, Chicago; R. A. D. Trine, Chicago; Eugene Whitmore, Chicago; and C. E. Lovejoy, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are: Ravenswood National Bank, Chicago.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

JOHN CAMERON ASPLEY, Editor.

Sworn to and subscribed before me this 30th day of March, 1925.

P. R. MEANS, Notary Public. (My commission expires March 28, 1927.)

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

bistrict Managers—The average sales manager will not be interested in the connections here offered, nor will the advertiser be interested in him. But if you are one of those rare men who have an actual capacity for making salesmen; if you have considerably more physical and mental energy than most possess; if you have a demonstrable record in large scale direct distribution, a \$10,000 per year opportunity exists for you here. Write fully, in confidence, to H. F. Baker, general sales manager, 208 W. Monroe St., Chicago.

SALESMEN, SALESWOMEN, DISTRICT managers—Sell exclusive lingerie. We offer: 1. Superior line of values. 2. Cooperation unlimited. 3. Commissions that swell the bank account. That's why. Write or wire Wyant Way of New York, Inc., Suite 733, Lincoln Bank Building, Minneapolis, Minn.

HOUSE ORGAN EDITOR—A MAN WHO has had selling experience; who is in sympathy with salesmen; who knows that salesmen don't want to be preached at but who knows that salesmen appreciate helpful and interesting news about what other salesmen are doing, will find a real opportunity in the position we have open. Must be able to turn out a readable and helpful house organ for salesmen every week. Should not be more than thirty years old, and should have at least two years experience in actual sales work. Box 389, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELoped during 26 years for clients by my directmail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720 developed in four years sales by mail of half million yearly. Ten years sales promotion manager Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

POSITIONS WANTED

SALES MANAGER—WHO HAS PROVEN by results his ability to increase sales desires connection with a growing concern, preferably in the electrical appliance industry. Is a graduate of one of the largest universities in the East and has had several years' experience as sales manager of a subsidiary of one of the three largest electrical manufacturers in the country. Box 485, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

VICE PRESIDENT, TREASURER AND general manager important American industrial firm in New York, wishes to locate in Europe (France or Italy preferred) with American commercial or industrial organization. Broad experience and good connections in Europe. Formerly high official United States government, foreign service. Fifteen years successful engineering (mechanical) and executive (organization and management) work in United States; ten years in Europe. Christian, American citizen of British extraction. Age 44, married. Write full particulars first letter. Box 483, SALES MANAGEMENT, 19 West 44th Street, New York.

WANTED-TO REPRESENT AN ESTABlished and reliable corporation on commission basis in New Orleans and vicinity. Must be an article of proven merit, and one the public needs. Am in position to show you results. Can satisfy you with references. Roy Gadbois, 8022 S. Claiborne Ave., New Orleans, La.

SALES EXECUTIVE, 34 YEARS OLD; several years' sales experience; now handling sales force 25 men, marketing specialty nationally; know administration and how to get business. Investigate, Box 481, SALES MANbusiness. Investigate. Box 481, SALE AGEMENT, 1801 Leland Avenue, Chicago.

AGENCY WANTED

WANTED—U. S. SELLING AGENCY FOR specialty, preferably food, that can be sold through wholesale grocers by nationally known million dollar food company with saes organization now covering American grocery trade. Address Distributor Room 504-510 Federal Bank Bldg., Omaha, Neb., U. S. A.

Index to Advertisers

PAGE	PAGE
Acme Card System Company589	Kier Letter Company629
Adelphia Hotel	Liberty MagazineCover
The Atlantic Monthly	The Mailbag
Boston Post	The David J. Molloy CompanyCover John Murray, Inc586
Business Cartoon Service645	Conde Nast Publications585
The Caxton Company	The Premier Company624
Hotel Claridge	Rathbun, Grant, Heller
	St. Louis Sticker Company644
Des Moines Register & Tribune-News.612 The Reuben H. Donnelley Corporation.628	Southern Newspaper Publishers Ass'n611 Standard Paper Manufacturing Co621 Standard Rate & Data638
Joseph Ewing	
Extension Magazine637	Textile World
William Feather Company645	Thresher Service, Inc
French Lick Springs Hotel633	The Times-Picayune
Garrett & Massie	Toycraft Rubber Company644 Turner-Wagener Company592
	United States Binder Company627
Russell Hampton Company643	T1 - 11/-11 C
Hooven Chicago Company	The Wahl Company
Charles W. Hoyt Company603	S. D. Warren Company
Indianapolis News607	Rusling Wood, Inc614



"Like a LIGHTHOUSE in a Fog"

QUIPMENT must be purchased. The general manager reaches for a catalog. On the shelf are the books of several manufacturers, all of whom make a good product. He is vaguely familiar with the names on all the books. But one catalog received more than ordinary attention from him when it arrived. Subconsciously he made a mental note to look into the product of that manufacturer in greater detail when need should arise. Need has arisen, and his fingers automatically travel to the book with the Molloy Made Cover. It stands out from all the others "like a lighthouse in a fog".

What a tremendous advantage for that manufacturer!

Are we talking about your catalog? If we aren't, why aren't we? In the close competition of modern selling you owe it to your business to take advantage of every handicap—to utilize every legitimate means to make your product better known.

Molloy Made Covers offer you the means of lifting your catalog into a class by itself. They are built from tough leathercloth, deeply embossed with a design which is created especially for your book. Their attractiveness gains immediate attention whenever your product or service may be in demand. Their ruggedness insures their outliving any span of duty to which you may assign them. And many manufacturers report that their catalogs with Molloy Made Covers cost no more than in ordinary bindings. Write to us for suggestions that will make your next book stand out "like a lighthouse in a fog"!

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS

2869 North Western Avenue

Prospect-Fourth Building, Cleveland 126 East 84th Place, Los Angeles

300 Madison Avenue, New York Carlton Publicity, Ltd., London

MOLLOY MADE

Commercial Covers for Every Purpose



"Under a Year and Over a Million"

A Challenge to Your Business Growth

SUCH a selling achievement does not "just happen." The American public says "value received" or it does not buy!

Success Begets Success

Liberty's million was acquired on merit, without price cutting, clubbing offers or premiums to subscribers.

More than 200 national advertisers have appeared. Many of them report exceptionally profitable response.

Their salesmen have found that the story of a campaign in Liberty gives a fresh, resultful approach to the trade, because Liberty is read by retailers throughout the entire country.

These facts establish Liberty as a force in American business.

Unique Editorial Plan

1,000,000 people welcome a voice that rings true with the times! Liberty is not a ped-

antic monotone. It is enterprising. It is human. It is clean. Liberty's appeal is so varied that every member of the family enjoys it. Therefore more people, concentrated in family buying units, see each advertising page.

No Jungle Burial Ground

Because Liberty features are not "jumped" back to a morass of advertising pages, Liberty's entire content has the same relative attraction as the group of editorial pages in the front of the average magazine. Therefore every Liberty advertiser receives a greater number of "sees" for his advertising dollar.

Directed Circulation

Liberty's circulation is directed into those communities where retail sales potentialities are greatest. Liberty is thus the solution of an important sales problem. The working facts of this solution are at the call of any national advertiser.



Tribune Square, CHICAGO

247 Park Avenue, NEW YORK

Haas Building, LOS ANGELES

